

Georgina Public Library
Special Library Board Meeting
Agenda

April 8th, 2019 @ 7:00 p.m.

P. Nicholls Board Room, Keswick Branch

1. Call to Order
2. First Nations Acknowledgement Statement

“We would like to begin today’s meeting by acknowledging that the Town of Georgina is located over lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples and thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.”

3. Roll Call
4. Chair Opening Remarks
5. Approval of the Agenda
6. Declarations of Pecuniary Interest
7. New Business
 - a. Resignation of Library Director / CEO
8. Closed Session
 - a. Appointment of Acting-Library Director / CEO

The Georgina Library Board will move into closed session in accordance with the *Public Libraries Act*, Section 16(4) relating to personal matters about an identifiable individual.

9. Adjournment
10. Next Meeting – 18 April 2019 @ 7:00pm – Keswick Branch

Georgina Public Library Board Policy Manual

Policy Title: DIRECTOR/CEO EVALUATION

Category: Governance

Intent

The intent of this policy is to outline the process for the performance review of the Georgina Public Library Director/CEO.

The evaluation process is an opportunity for the Board and the Director/CEO to review accomplishments and to establish goals. The purpose of the evaluation is to:

- Establish clear and mutually agreed upon performance expectations.
- Provide feedback to the Director/CEO on performance and on the performance of the Library.
- Identify resources available to the Director/CEO to attain the expected performances.

Regulations

- The Library Board will establish a Director/CEO Evaluation ad hoc committee as required. Membership shall comprise of the Board Chair, Vice Chair, and one to two Board members. The Board Chair will chair the committee.
- The performance evaluation is confidential. The only copies of the evaluation are in the Director/CEO's personnel file and in his/her possession. They are made available only to the individual, the current Board Chair, and the entire Board on request. Individual Board members, other than the Chair, do not have access to the Director/CEO's personnel file. Board members should not keep confidential personnel files.
- The evaluation of the performance of the Director/CEO shall be carried out at a six month and a one year interval for a new hire, and annually thereafter on the anniversary date of employment.

Six Month Probationary Review

1. The six-month probationary review is an interim or mid-year review designed to assess the performance realistically during the first half of the annual review period for new hires. Conducting a six-month review allows the Board to determine if the Director/CEO's performance is on track and to identify any changes necessary for the Director/CEO to reach his/her

objectives for the performance period. It also allows for course correction and should be considered a developmental and learning opportunity.

2. The Six-Month Probationary Review will include:
 - a. An Entry Plan developed by the Director/CEO and presented to the Board at the beginning of the 1st month of the 1st six month term which encompasses actions, measurements and target dates.
 - b. A Work Plan developed by the Director/CEO which is presented to the Board at the beginning of the 2nd six month term in order to measure and achieve performance objectives.
 - c. A review of the current job description and recommend any changes if required.
 - d. The Director/CEO will conduct a self-evaluation of his or her performance and submit it to the Committee.

Six Month Probationary Review Procedures

In the fifth month:

1. The Board Chair shall inform the Board of the upcoming CEO performance review and form the Director/CEO Evaluation Committee.
2. All Board members will be requested to consider the first six months of the Director/CEO's performance in terms of bring any observations and concerns about the Library, the Director/CEO's success in achieving his or her goals, and future directions of the Library.
3. The Committee will evaluate the Director/CEO's performance base on the actions identified in the Entry Plan, Director/CEO's self-evaluation, and the Board's observation.

In the sixth month:

1. An in-camera Board meeting will be scheduled.
2. The Committee Chair will distribute the documentation listed above relating the Director/CEO's performance review prior to the meeting.
3. The Board will review and discuss the documentation and Board member's observations. The Chair will incorporate the Board's comments into the Director/CEO's performance review form.

4. The Board Chair will meet with the CEO to convey the Board's performance review.
5. The Board Chair will report back to the Board at the next meeting that the evaluation process was completed.

Annual Review

The Board Chair shall inform the Board of the upcoming CEO performance review and establish the Committee, two months prior to the anniversary of the Directors/CEO's date of employment.

In the first month:

The Director/CEO Evaluation Committee shall:

1. Direct the Director/CEO to prepare and submit a document outlining the progress made towards achieving the Library's Strategic Plan and other organizational goals/initiatives to the Committee.
2. Select up to four Library staff members to voluntarily and confidentially participate in a 360 evaluation of the Director/CEO, using the following criteria:
 - a. The staff member must be a full time employee.
 - b. The staff member must have worked a complete year; staff who were absent because of leave, or who were hired partway through the year are not eligible to participate.
 - c. The staff member must have the option to not respond. No follow up will be performed.
 - d. The Committee has the option of requesting feedback from the Town CAO, Town Treasurer, President of the Friends of the Library, and other CEOs of other partner organizations.
3. Acquire the most relevant management performance evaluation form from the Human Resource department of the Town.
4. Read documents submitted by the Director/CEO and the staff feedback forms, and complete the Town's HR formal evaluation form.

In the second month:

The Director/CEO Evaluation Committee shall:

1. Prepare a confidential written report to the Board and bring it forward to the next Board meeting in camera to provide all Board members the opportunity to provide input.
2. The Board Chair will meet with the Director/CEO to deliver the evaluation.

And following:

1. At the monthly board meeting immediately following the evaluation meeting between the Chair and Director/CEO, the Chair will report the completion and outcome of the performance review in an in camera session.
2. The Board Chair will send the final performance review documents to be placed in the confidential personnel file of the Director/CEO, at the Town. No distribution is made to Board members.

Attachments:

- Town of Georgina - Annual Performance Review Form
- 360 Review Form



Annual Performance Review Form.docx



GPL 360 Review - Director-CEO.pdf

POLICY HISTORY:	
Initial Draft	July 30, 2018
Draft Presentation Review	September 20, 2018
Board Adoption	October 25, 2018
Board Review & Amendment	



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JOB DESCRIPTION

Title:	Director of Library Services/CEO	Position #:	NU33
Department:	Library	Division:	Library
Date Created:	October 2008	Revision Date:	January 2017
Reports To:	Georgina Public Library Board	Job Grade:	9
Direct Reports:	Branch Librarians		
Indirect Reports:	Library staff		
Employee Group:	Management		
(CUPE 905.03 CUPE 905.13; GPPFA; Non-Union; Management; Seasonal; Sessional; Temporary; Student)			

Position Summary

Reporting to the Library Board, the Director of Library Services/CEO is responsible for directing library operations, financial management, and the efficient administration of library services of all Georgina library branches. This includes the review, analysis, and recommendations and/or approval of library policies, procedures, programs and outreach services to meet the needs of our community (which may include future expansion), while fostering sound community relations. The Director of Library Services/CEO is responsible for assessing the service requirements of the community and advancing the Library's strategic direction in a manner that reflects our mission, vision and values, in accordance with the statutory requirements of the Public Libraries Act (R.S.O. 1990, Chapter P.44, Section 15 (2)). The Director of Library Services/CEO works closely with the Town of Georgina and is a member of the Town's Senior Management Team.

Responsibilities

Board Engagement & Development

- Respects the Library Board as the legal employer and the legitimate authority and decisions-making body on all governance issues and understands the principles of good governance.
- Facilitates the regular flow of communication between the CEO, the Board and the municipality.
- Researches and prepares reports with recommendations for the Library Board and provides timely and pertinent information to support the Board's decision-making
- Develops policies for consideration of the Board, implements approved policies, and deals with any matter resulting from these policies, reporting to the Board through regular reporting process.
- Determines and submits materials for agendas and attends Board and committee meetings.
- Ensures marketing and public relations of the Library and acts as a public spokesperson on behalf of the Library Board, as required.
- Facilitates Board effectiveness through orientation, education and succession planning.

Budget & Finance

- Leads the annual library capital and operating budget process in conjunction with the Board Chair for Library Board and Council approval and aligns the budget with the library's strategic plan.
- Completes the Annual Survey of Public Libraries and fulfills all other requirements to receive funding from the Ministry of Tourism, Culture & Sport, including the Public Libraries Operating Grant and special grants as they arise.
- Monitors and administers approved Library budget and authorizes payment of accounts.
- Researches, prepares and compiles various reports, manuals, statistics and correspondence.
- Monitors and reports on budget variances and takes necessary measures to minimize their impact on the overall budget.
- Conducts short, medium and long-range fiscal planning including financial analysis to identify costs, risks and alternatives, including cost-reduction and value enhancements.
- Monitors the progress of contracts for library materials and services as well as economic trends and other fiscal issues for potential impact on the library.
- Assesses needs and develops plans for capital improvement projects, involving municipal staff as appropriate.

Ontario's Public Library Sector

- Complies with the legislative requirements of the Public Libraries Act, the Corporations Act and the Municipal Act, 2001.
- Understands the governance of public libraries in Ontario and the roles and responsibilities of municipalities, library boards and the Ministry of Tourism Culture and Sport.
- Demonstrates familiarity with province-wide systems and networks for interlibrary loan and collective purchasing and licensing.
- Cultivates relationships with peers in neighbouring and similar libraries.

Municipal Relations

- Liaises with Town of Georgina staff, including those responsible for finance, Human Resources, Information Technology and facilities management.
- Participates in the municipality's strategic and master planning processes, ensure the library's future needs are understood and maintains ongoing communication about the library's planning process and evolving goals and needs.
- Invites Council to participate in library events and opportunities to better understand the ways in which the library makes a difference.

Organizational Leadership

- Articulates the mission, vision and values of the library and evaluates and strives to ensure they and the strategic plan remain relevant, recommending revisions as necessary.
- Builds trust and trusting relationships with staff at every level of the organization; recognizes the strengths of individual staff and motivates staff to strive for excellence.
- Cultivates relationships with media representatives, community leaders and decision makers.
- Engages individuals, groups and community organizations in conversations that help shape the library and help ensure that the library is meeting the community's evolving needs.
- Raises the library's visibility in the province by getting involved in provincial initiatives
- Develops an awareness of Ontario's innovative libraries and influential leaders, as well as those beyond Ontario.

Personnel Management

- Supervises, oversees and/or directs the activities of library staff including training and development, staff scheduling, orientation, hiring, promotion, transfer, discipline and termination decisions and recommendations.
- Promotes effective labour relations and maintains a productive working relationship with employees and the union; participates in union negotiations and administers the collective agreement between the Union and the Board.
- Communicates clearly and regularly with staff about library, government or major community changes that may affect them.
- Promotes teamwork among staff and promotes team-building practices.
- Provides regular and constructive feedback on performance; recognizes staff achievements and provides individualized support to staff, recognizing that the needs of individuals vary; conducts performance evaluation reviews to include Occupational Health and Safety performance.
- Takes timely and consistent corrective/disciplinary action when appropriate.
- Employs effective strategies to manage organizational politics, conflict and difficult co-worker behaviours.

Customer Service/Collaboration/Community Relations

- Organizes the library's collections and work areas to appeal to users and meet their needs; creates a positive and welcoming environment and provides equitable access by removing barriers and creating an environment that encourages all residents to use the services of the library.
- Anticipates and maintains awareness of users' needs and wants through regular, informal interactions, observations, user surveys, complaint logs etc. and analyzes input from users, evaluates the effectiveness of current services and implements service improvements and adjustments to practices and procedures as necessary.
- Treats users in a welcoming, professional manner and provides other staff with a model of positive customer service; uses effective training strategies to teach staff good customer skills and techniques.
- Represents the Georgina Public Libraries on provincial, regional, municipal and community committees and associations for the benefit of the institution and to develop the standards of the profession, including the Southern Ontario Library Service (SOLS), the Ministry of Tourism, Culture and Sports, the Administrators of Medium Sized Public Libraries of Ontario (AMPLO), the Federation of Ontario Public Libraries (FOPL), and the Ontario Library Consortium.
- Raises the library's visibility by having a library presence at community events and participating in community initiatives and seeks public speaking opportunities as a means of educating the community about the library, promoting programs and services and highlighting key community outcomes that address community challenges and priorities.
- Oversees the development and maintenance of materials collections to meet the objectives of the Library Board and the needs of the community.
- Responds to enquiries and/or resolves complaints from the general public, staff and members of Council/Library Board and liaises with School Board personnel, service groups, special interest groups and/or various agencies, taking all concerns and complaints seriously and addressing them thoroughly.

Strategic Planning

- Leads the development of a strategic plan that articulates a vision of success and establishes strategic directions to achieve the vision and performs ongoing evaluation to gauge the success of the strategic plan and modifies and redesigns processes as needed.
- Promotes and implements the mission statement, goals, objectives and activities that reflect analysis of community needs.
- Ensures that long-term goals and objectives align with daily decisions and operations.
- Communicates to management, Board, staff and community on progress in meeting strategic priorities.
- Seeks innovative advances in public library service from other libraries and applies ideas for service innovation from other sectors and industries.
- Challenges the status quo in order to improve service.

Project Management

- Selects team members strategically to build a diverse set of skills and abilities.
- Aligns project with the vision and direction of the organization
- Collaborates with project team to develop a workplan with tasks, timeframes, milestones, resources and realistic deadlines.
- Communicates with management and other stakeholders regarding progress and obstacles to achieving project success.
- Monitors and evaluates projects and uses the results for project improvement, learning from project failures and successes.

Staff Training & Development

- Establishes strategies, initiatives and resources to sustain a learning environment that is pervasive throughout the library; cultivates a culture that enables both formal and informal learning processes; and fosters staff growth and opportunity through mentoring, coaching, shadowing and experimenting.
- Assesses staff skills using competencies and other methods to identify training needs and works with staff to create individualized development plans.
- Pursues a commitment to self-directed learning; actively seeking personal and professional growth through continuing education; pursues new information and ideas in order to stay current.
- Recognizes the value of professional networking and actively participates in learning communities and/or professional associations.

Health & Safety

- Ensures compliance of the Occupational Health and Safety Act and other applicable legislation
 - Enforces the Town's Health and Safety Program, procedures and best practices.
 - Implements, conducts, and ensures due diligence of all health and safety matters including but not limited to training, risk assessments, workplace inspections, investigations, procedures and correcting hazards.

The foregoing is intended to outline the general description of the duties and responsibilities for this position. It is not intended nor should it be interpreted as a complete description. The Town of Georgina reserves the right to amend this position description at any time provided that such change does not represent a substantive change in the purpose or essential nature of the position.

Minimum Qualifications

Education and Training:

- Masters of Library/Information Science from an ALA accredited university program.

Experience:

- Three (3) years' experience in a public library environment plus three (3) years' experience in a managerial position;
- Previous experience with budget development and management;
- One (1) year on the job for the period of adjustment, orientation, and adaptation.

Knowledge:

- Thorough knowledge of library procedures and practices with clear vision of public library service and strong understanding of relevant trends.

Competencies:

- Demonstrated ability to enable and foster change and plan strategically;
- Commitment to excellence in customer service;
- Excellent organizational, analytical, conflict resolution, communication, public relations, leadership and supervisory skills;
- Demonstrated project management, negotiation, time management and problem solving abilities.
- Values individual and organizational diversity; shares responsibility for the quality of the conversation and the achievement of expected outcomes, building an environment of trust.
- Ability to identify issues and ideas; provide information that is accurate and timely; present ideas clearly and concisely; demonstrate proficient public-speaking skills; practice active listening.
- Possesses self-knowledge and awareness of one's own behaviours.
- Ability to maintain a positive attitude in the face of challenges and unanticipated changes
- Understands and promotes intellectual freedom and freedom of information; as well as privacy issues and user confidentiality.
- Ability to establish strategic financial management processes, using sound business and financial judgment; employ basic budget and finance concepts and terminology and pursue multiple sources of funding.
- Ability to cultivate a healthy, mutually empowering relationship with the Library Board; structure and supports the Board's work and to cultivate a good working relationship with municipal staff and municipal Council.
- Ability to provide vision and strategic direction to library staff, Board members and the community.
- Ability to apply change management strategies to assure effective implementation of change and acceptance by all stakeholders.
- Has the capacity to consider the implications of emerging trends and influences on the community and the library.
- Skill and efficiency in the use of computers;
- Ability to attend evening/weekend meetings/functions as required;
- Valid Class 'G' Driver's license and reliable vehicle to use on corporate business;
- Police Vulnerable Sector Check.

Physical Demands and Working Conditions

- Normal office conditions.

Incumbent Name	Signature	Date

Supervisor Name	Signature	Date

Previously Revised: March 2015, July 2016