

## 011 - OPLB CEO Performance Management

### General Practices

The Board of the Ottawa Public Library (the OPL) oversees the performance of the CEO and supports the CEO's development. The Board recognizes that this is an important governance responsibility and that it is integral to the Board's planning and oversight processes.

Some of the key principles for the performance management process include that:

- The CEO is the Board's **only employee, and is the** official link to the organization and his or her performance shall be synonymous with organizational performance as a whole;
- The process is intended to support and reinforce the achievement of the OPL's strategic priorities, goals, and objectives by providing the Board with a formal opportunity to annually assess the results achieved by the CEO;
- The process shall provide for ongoing opportunities for the Board and CEO to discuss interim progress on the annual objectives and for the Board Chair, along with members of the ~~evaluation~~ **Ad hoc** committee as deemed useful, to provide feedback and coaching as may be appropriate;
- The process shall promote individual excellence and increase mutual understanding between the Board and the CEO through open, candid, and respectful communication; and,
- The management of compensation for the CEO is guided by the Management and Professional Exempt (MPE) merit pay guidelines which is aligned with the policies used for managers at the City of Ottawa, and implemented as determined by the OPL Board.

### Evaluation Process

The CEO performance evaluation shall use the following process:

- A Board ~~Ad-Hoc~~ **Ad hoc** Committee responsible for the process shall be comprised of the Chair, the Vice-Chair, and one additional ~~T~~ trustee selected by the Board.

- At the beginning of the year, the CEO shall provide the Committee with the proposed objectives for the upcoming year which shall include:
  - Pertinent objectives from the strategic priorities;
  - Major objectives from the corporate work plan (both financial and non-financial);
  - Risk management priorities;
  - Human resource management objectives;
  - Personal development objectives; and,
  - Other objectives and proposed results based on the CEO's roles and responsibilities (009-OPLB) as appropriate.
- The Committee shall meet privately with the CEO to review the proposed objectives, provide comments and suggestions, and reach mutual agreement on the proposed objectives for the coming year including any aspects of performance linked to compensation.
- The Committee shall share the proposed objectives with the Board and reach agreement on the final CEO performance objectives to be used for the coming year with participation by the CEO.
- The CEO shall provide a mid-year verbal status report to the Board on the performance objectives, including any proposed corrective action or modifications that might be appropriate.
- The Board shall provide ongoing feedback to the CEO and consider for approval any modifications to the performance objectives proposed by the CEO.
- The Board Chair shall provide ongoing coaching to the CEO as appropriate.
- In the first quarter, the CEO shall provide the Committee with an individual performance report based on the approved objectives for the past year as well as information regarding vacation leave.
- The Committee shall meet privately with the CEO to discuss the report and results, and obtain any additional information and insights as may be appropriate.
- The Committee may contact important OPL stakeholders in confidence to obtain additional insights on the performance of the CEO as may be deemed appropriate.

- The Committee shall share the CEO's report with the Board, and the Chair shall lead an in-camera discussion (with or without the CEO as the Board may determine) of the report, the insights from the Committee and a recommendation for feedback to the CEO, including any pertinent changes or impacts to compensation as may be appropriate. Note: **The Vice-Chair (or delegate) shall be the notetaker for in camera session.**
- The Chair or the Committee as may be deemed appropriate by the Committee, shall, on behalf of the Board, meet with the CEO to provide performance feedback and outline any improvement or developmental requirements that the Board deems appropriate.
- The Chair shall document the findings of the evaluation, including any compensation considerations, in a letter to the CEO, that the CEO will sign as having received, and ensure that a copy is placed in the CEO's personnel file.

## Evaluation Process Timing Details

The CEO performance evaluation shall take place each year based on the following table. These timings may be altered as necessary by the Board during election years.

CEO Performance Management Process Milestones	Past / Current Year	Timing
1. CEO proposes annual performance objectives to the Committee	Past	February
2. Committee and CEO meet to discuss proposed objectives	Past	February
3. Board reviews and finalizes annual CEO performance objectives	Past	March
4. CEO provides report on accomplishments compared to objectives	Past	February
5. Committee meets with the CEO to discuss results	Current	February
6. Committee shares results and recommendation with the Board	Current	February
7. Chair and/or Committee provide feedback to the CEO	Current	March
8. Chair documents evaluation findings in letter to the CEO	Current	March
9. CEO provides mid-year status report on objectives	Current	September

<b>CEO Performance Management Process Milestones</b>	<b>Past / Current Year</b>	<b>Timing</b>
<b>The CEO meets with the Ad hoc Committee and proposes upcoming annual performance objectives to the Committee and presents a review of their performance of the previous year.</b>	-	<b>Q1</b>
After meeting with the CEO, the Ad hoc Committee shares with the Board both the CEO's annual performance objectives for the upcoming year, as well as their findings from their review of the CEO's performance during the previous year.	-	<b>Q1</b>
At the mid-way point of the year, the Chair and/or Ad hoc Committee provides feedback to the CEO on their progress to date, and documents evaluation findings in letter to the CEO	-	<b>Q3</b>
After reviewing the evaluation findings from the Chair and/or Ad hoc Committee, the CEO provides a mid-year status report on objectives to the Board.	-	<b>Q3</b>
Note: In the event of an election year, items 1 & 2 are done at the last meeting of the term of Board.	-	<b>Q4</b>

<b>Effective Date:</b> November 8, 2022	<b>Last Review Date:</b> January 29, 2019
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