

## Governance Policies and Procedures

<b>Policy Name: Executive Director Performance Evaluation</b>	
<b>Policy Number: G 2.6</b>	<b>Policy Type: Role of the Board</b>
<b>Approval Date: April 15, 2016</b>	<b>Date for Review: 2024; Every 3 years</b>
<b>Revised: November 2023</b>	

### **EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

#### **INTRODUCTION:**

It is a responsibility of the Ontario Library Association’s Board of Directors to hire a qualified and competent individual as the Executive Director (ED) of the Association and to delegate authority and responsibility of the daily management and operation of the organization to the Executive Director.<sup>1</sup>

The Executive Director is entitled to an evaluation of his/her performance by the Board of Directors on an annual basis. An objective and fair performance evaluation process and open communication between the Board and the ED will serve to strengthen the relationship between the Board and ED, provide direction to the ED regarding the Association’s goals and objectives, recognize the accomplishments of the ED, and systematically ensure accountability for the actions of the ED.

#### **PURPOSE:**

The evaluation of the ED is one part of the Board’s governance duty to ensure the Association has effective executive management. Establishing a framework for a regular and formal evaluation process will ensure there is consistency of the organization’s expectations of its ED from year to year and from Board to Board.

This policy establishes guidelines to evaluate the performance of the ED that furthers the OLA’s vision, mission and Strategic Plan, within the framework of the Board’s policies and relevant legislation.

#### **Definitions**

Board: means the Ontario Library Association Board of Directors

ED: means the Executive Director

#### **Policy Statements**

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<sup>1</sup> The Executive Director may share responsibility with the Board for some aspects of organizational performance.

- The performance evaluation process will be a mutually understood process in which the responsibilities of ED and the Board are fully articulated.
- The evaluation process will strive to enhance the working relationship and information sharing between the ED and the Board.
- To the greatest extent possible, the Board ED's performance evaluation will be based on relevant, multi-faceted data that is relevant to the following criteria:
  - Accomplishment of the organization's mission, objectives and strategic results for which the Executive Director is responsible.
  - Implementation of, adherence to, and monitoring of the Board policies.
  - Ensuring that the Board is well informed on issues affecting the continued relevance of the mission and performance and reputation of the Association.
  - Successful undertaking of relevant professional development and education.
- The provision of evaluative feedback will be a formal, continuous process between the ED and the Board President, who confers with the ED on a regular basis.
- The Board as a whole will participate through a formalized feedback process developed to collect and collate the individual Board member's assessment of the ED's performance.
- The Executive Director will be afforded the opportunity to provide a perspective on the successes and challenges associated with the accomplishment of OLA's mission, goals and objectives throughout the review period.
- The evaluation process will culminate in a confidential formal, annual performance report presented to the Executive Director by the Board President and Vice President.
- As an adjunct to the ED evaluation process, a self-evaluation process of the full Board and its individual members will be conducted, the results of which will be shared with the ED as a means to enhance Board/ED relations and/or identify areas in which improvement in this capacity is needed.

## **PROCEDURES:**

1. The ED will have a current position description to serve as a valuable resource for an effective evaluation. The ED will annually review the job description of the position and recommend any changes necessary. Changes will be made by the Board as required.
2. The ED, in collaboration with the Board, will develop an annual plan with goals and well-defined, measurable performance objectives, which are based on the Board's strategic priorities.
3. **Evidence of Performance**

**In early September**, the ED will begin the preparation of a self-evaluation report containing:

- a. The roles and accountabilities stated in the ED position description;
  - b. Progress to date on the Strategic Plan, including the annual plan and targets, and achievement of other organizational goals and initiatives;
  - c. Accomplishments and/or challenges to date;
  - d. Implementation of, adherence to and monitoring of policies; and
  - e. OLA's current financial position and projected year-end position;
  - f. Successful audit process.
4. **In October**, the President will inform the Board of the upcoming performance review, distribute the ED's self-evaluation report, and request input from all Board Members using an assessment template. A deadline date for the completion of the Board's individual assessments will be established.
  5. The Board will consider a broader assessment (360-degree) that takes into account the perceptions from multiple stakeholders and staff on a three-year cycle or when a fresh perspective is required.
  6. A member of the Executive Committee (or designate) will consolidate the input submitted by the individual Board members to be discussed by the Committee and an assessment report prepared for Board discussion. The Committee's report to the Board may contain recommendations regarding actions required and include adjustments to the compensation and/or other conditions of employment of the Executive Director.
  7. The Committee's report will be communicated to the Executive Director for comment before it is sent to the Board.
  8. **At the November Board meeting**, an In-Camera session of the Board will be called during which the Chair will report on the performance review, noting achievements and/or any recommendations for improvement. At this time, the Board Executive would also put forward any recommendation regarding compensation changes for Board approval.
  9. The President and Vice President will meet with the ED to discuss the outcome of the review, including the insights and observations from the Board. A letter confirming the outcome of the performance evaluation and advising of any changes to compensation will be provided to the ED.
  10. The final report and a copy of the letter to the ED will be placed in the confidential personnel file of the ED.