



Board-CEO Partnership

In keeping with the Public Libraries Act, RSO 1990, c.P.44 (PLA), other relevant laws, and good governance practices, the Southgate Public 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 Librarian CEO. This policy outlines the nature of the Board's relationship with the Librarian CEO.

Section 1 – Delegation of Authority to CEO

1. In accordance with the **PLA**, section 15(2), the Board appoints a Chief Executive Officer (CEO) who shall have general supervision over, and direction of, the operations of the Southgate Public Library and its employees.
2. As the Librarian CEO is the link to library operations, the Board directs the Librarian 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 Board are binding on the Librarian CEO. Decisions or instructions of individual board members are not binding on the Librarian CEO.

3. Within this delegation of authority for operational matters, the Librarian 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 Board remains informed on library matters and will provide assurance that the library activities are compliant with legal or fiscal obligations.



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5. In cases of emergency or special circumstances where it is necessary to act outside the terms of a delegated authority outlined here, the Librarian CEO is given authority to take such action as necessary to rectify the situation. The Librarian 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 Librarian 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 Board relies on the Librarian CEO for the information, professional expertise and administrative support it needs to be successful, the success of the Librarian CEO depends on support from the Board. This support includes:

1. an understanding of, and appreciation for, the breadth, depth and complexity of the Librarian 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 Librarian CEO.

Related Policies:

Board Meetings and Procedures By-law
Board Terms of Reference
Library Board Code of Conduct
Township of Southgate Code of Conduct for Members of Council, Committees and Local Boards



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Appendix A:

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		
Review and recommend annual budget estimates to Council.	x	
Create budget estimates for Board approval and present to council once approval is obtained		x
Exercise approved spending authority for library materials (collections) up to the annual <u>approved</u> operating and capital budgets.		x
Sign contracts 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 Southgate Public Library Board policies	x	
Approve Southgate 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	



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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 the organizational structure for the organization and the number of staff		X
Hire, promote, suspend, dismiss and manage individual staff within the organizational structural and budget		X
Assess the performance of individual staff		X

For further information and clarification, the Ontario Library Service Governance Hub has resources on the Board’s role and governance. <https://resources.olservice.ca/governance-roles-and-responsibilities>