

Carlow/Mayo Library

Policy Type: **Governance**

Policy Number: **GOV - 09**

Policy Title: **Evaluation of the Chief Executive Officer**

Policy Approval Date: **Feb 25, 2019**

Policy Review Date: **Feb 2013**

It is the board's responsibility to appoint a qualified and competent individual as the Chief Executive Officer (CEO). The board oversees the performance of the CEO and supports the CEO's development. As part of this process the board conducts a formal annual performance appraisal of the CEO. This process facilitates bilateral communication between the board and the CEO, and ensures that the board's priorities are being achieved. This policy sets out the basis for the CEO evaluation.

1. The CEO's performance will be evaluated after the first six months for a new hire, and annually thereafter. Annual evaluations will take place in November. The board shall:
 - a) prepare a written job description which states the responsibilities of the CEO
 - b) develop, with the CEO performance objectives based on the strategic priorities of the board
 - c) appraise the CEO's performance based on the job description, relevant competencies, progress towards achieving the board's priorities, and compliance with board policies
2. Information collected to assess the performance of the CEO may include:
 - a) the annual report from the CEO on outcomes of the previous year's objectives and actions
 - b) data on service performance measures such as circulation, membership, program statistics, collection development etc.
 - c) seek input from members of the board, staff and/or outside stakeholders
 - d) invite the CEO to be an active participant in his/her own appraisal
3. Competencies on which the CEO is evaluated may include, but not be limited to:

- a) general management
- b) human resources
- c) leadership qualities

Evaluation of the Chief Executive Officer (Continued)

- 4. In the event that the CEO’s performance needs improvement, the Board must clearly state where progress must be made and will:
 - a) offer training and/or mentoring opportunities to address specific issues
 - b) re-evaluate the performance of the CEO, in six months.

Related Documents:

Carlow/Mayo Public Library. *GOV 13 - Delegation to the Chief Executive Officer*
 Carlow/Mayo Public Library. *CEO Job Description*

Evaluation of the Chief Executive Officer (Continued)

Appendix A

Sample Skills and Competencies Assessment Tool for the CEO Evaluation

M – More than Satisfactory	S – Satisfactory	L - Less
General Management <ul style="list-style-type: none"> 1. Formulates policies, plans and designs programs effectively 2. Makes informed and sound decisions 3. Uses financial and quantitative data to plan and evaluate the delivery of services 4. Demonstrates understanding of the budget process, including its development, approval and implementation 5. Assesses potential granting programs; applies to relevant ones, manages grants and related reporting requirements 		Rating
Human Resources <ul style="list-style-type: none"> 6. Employs and deploys staff effectively 7. Coaches and develops individuals 8. Fosters teamwork to achieve library goals 		

<p>Community Relationships</p> <p>9. Builds a network of relationships with community groups/agencies, municipal staff and library partners</p>	
<p>Visionary</p> <p>10. Instigates the work of envisioning a future library service to create change, improve service and direct action</p>	
<p>Library Knowledge</p> <p>11. Keeps abreast of professional information and understands the issues relevant to library service, operations and management</p> <p>12. Applies knowledge effectively</p>	
<p>Commitment to Quality</p> <p>13. Focuses on users' needs</p> <p>14. Defines standards for quality and evaluates services against those standards</p> <p>15. Searches for ways to increase customer satisfaction</p>	