



# Peterborough Public Library

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**To:** Peterborough Public Library Board of Trustees

**From:** Jennifer Jones, Library CEO

**Meeting Date:** October 2, 2018

**Subject:** Report PPL18-047a  
Library CEO Annual Evaluation Process

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## Purpose

A report to inform the Library Board on the status of the annual evaluation process for the Library CEO.

## Recommendations

That the Library Board approve the recommendations outlined in Report PPL18-047a, dated October 2, 2018, of the Library CEO, as follows:

- a) That the report be received for information;
- b) That the process outlined be adopted by the Board; and,
- c) That an appropriate timeline be determined for an annual evaluation.

## Budget and Financial Implications

There is no budget or financial implications associated with the recommendations of this report.

## Background

A sub-committee of the Board was formed consisting of Board members Dan Moloney, Paul Stern, and Jayne White to discuss the Library CEO annual evaluation process.

The committee examined both the existing job evaluation questions used by the City and the Library CEO job description. Suggested updates were made where necessary, and the following Performance review form was created for use by the Board (see Appendix A) and the City Liaison (see Appendix B) for the annual review process.

As the former liaison to the City, Ken Doherty, Director of Community Services (retired) was consulted and asked to provide feedback.

Previously, the CEO's annual review was conducted in March, to coincide with their hire date.

Submitted by,

Paul Stern  
Library Board Chair

Contact Name:

Jennifer Jones

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**Attached:**

**Appendix A - Performance Review Template**

**Appendix B - City Liaison Input**

**Appendix C – Revised CEO job description (draft)**

**Appendix A - Performance Review Template**

Review Information					
Date of this review: [Date] Annual Review Period: [Date] to [Date]					
Appraising Board Members:					
Reason for completing assessment at this time (check one):					
<input type="checkbox"/> Major Project Completed (please identify): _____ <input type="checkbox"/> Ongoing Development/Assessment (Semi Annual)					
Competencies					
	Expectations				
	Below	Meets	Exceeds	Opportunities for Growth	Examples of How
Develops and maintains healthy relationships with others by working collaboratively, problem-solving collectively and practicing informal leadership in order to achieve common goals.					
Provides vision, strategic direction and effective leadership to library staff, board members and the community.					
Develops and implements operational plans based on the library's strategic plan as well as performs ongoing evaluations to gauge the success of the strategic plan.					
Empowers and supports employees to deliver effective, high-quality library services.					
Establishes effective strategies, initiatives and resources to promote a culture of continuous learning and extemporaneous service delivery.					
Pursues creative and innovative approaches to library service while anticipating and adapting to change with a sense of optimism and opportunity.					
Cultivates and promotes a					

health workplace environment.					
Demonstrates professionalism, leadership and decision-making abilities.					
Understands, applies and explains applicable laws in the development of policies and procedures that guide efficient, effective library operations.					

**OTHER:**

Working in a growth orientated and achievement model:

What are you learning as you work towards your objective? What have you done to address challenges and enhance your performance?

What value is there in your programs? How do you identify customer service needs and wants for the Library services and programs? Who will assist you in achieving these goals?

Creating links with your strategic directions:

Identify potential partners and community collaborators who will be affected by the implementation of your strategic goal.

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**Observation Notes:**

Please include any notes that may assist you with providing feedback, support or coaching to the employee or that support your recommendation re: salary benefits. If below expectations have been identified, what are the strategies to improve areas for concern? (e.g. Coaching, Education, other, etc..)

Appraiser's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Appendix B - City Liaison Input**

**Stakeholder/Liaison Input**  
**Peterborough Public Library – CEO Performance Review**

<b>CEO Name:</b>	<b>Date of Review:</b>
<b>Name of Reviewer:</b>	<b>Department:</b>
<b>Position of Reviewer:</b>	<b>Appraisal Period:</b>

1 = Not meeting Expectations

2 = Meets Expectations

3 = Exceeds Expectations

Performance Indicators	Evaluation			
	1	2	3	N/A
Cultivates a positive relationship by working collaboratively with municipal staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultivates a presence and relationship with Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeks to expand and deepen municipal leaders' awareness and understanding of the Peterborough Public Library.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and applies legal standards and requirements for personnel/HR management/union issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and employs basic budget and finance concepts and terminology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributes to the strategic planning efforts of the municipality and Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participates effectively on municipal project teams by demonstrating effective communication and problem-solving skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates professionalism in all interactions with staff and community members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major Collaborative Projects/Activities:				
City Comments:				
PPL Board Representative Comments				
CEO Comments:				

**Appendix C – Revised CEO job description (draft)**

Job Title:	CEO, Peterborough Public Library	Effective Date:	July 20, 2018
Department:		Division:	Arts Culture and Heritage
Group:	Non-Union	Job Class	6

Directly Responsible to: Peterborough Public Library Board

Indirectly Responsible to: Manager, Arts Culture & Heritage Division  
Commissionaire of Community Services

**Main Purpose**

Is accountable for the management and direction of the operations of the Peterborough Public Library

**Key Responsibilities**

1. Serves as Library Chief Executive Officer (C.E.O.) as defined by the Public Libraries Act.
  - Manages, coordinates and monitors all Library facilities, programs and services
  - Provides leadership and direction in the management of Library staffing.
    - Ensures that there is an effective performance review process for all staff.
    - Identifies staffing requirements, and ensures an effective utilization of staffing resources
    - Ensures effective communication and information-sharing within the library
    - Ensures effective recruitment, selection, training, coaching, motivating and disciplining of staff.
  - Coordinates preparation of agendas/board packages, attends all meetings and advises Library Board of progress.
  - Provides monthly reports to the Library Board on fiscal and governance issues.
  - Develops the Library's capital, operating and special project budgets in accordance with established guidelines. Monitors and ensures an effective allocation of resources within the Library.
  - Develops, monitors, and ensures achievement of the Library's strategic and operation plans and goals.
  - Ensures delivery of quality Library programs and services to the community.
  - Identifies, develops and implements Library policies and procedures to meet or exceed provincial standards and professional accreditation guidelines.
  - Monitors government legislation and programs, including but not limited to the Public Libraries Act, to ensure compliance.

- Recommends actions on Library matters to Council through the Community Services department. Advises and assists City departments and divisions as required. Serves on appropriate committees as required.
- Ensures a continuous quality improvement process to provide optimal service delivery to customers.
- Encourages and supports revenue-generating and fundraising strategies to enhance the Library's financial performance.
- Promotes the Library to the community and actively participates in community and professional organizations.
- Advocates for the Library through community engagement, networking with relevant professional organizations, and liaising with City departments and staff.
- Acts as a liaison with the Ontario Library Service and the appropriate Provincial Ministries, and other government departments as required.
- Administers the Library Union contract participates in negotiations, and serves on the Library Job Evaluation Committee.
- Ensures and facilitates positive labour relations within the division through the effective, fair and consistent application of applicable Collective Agreements and workplace policies.
- Administers and coordinates capital construction and maintenance of Library facilities and physical plants (Main and DelaFosse Branches).
- Manages tenant relations as needed.  
Ensures that Library operations adhere to the City of Peterborough policies and programs. Ensure the effective implementation of City-wide programs within the Library.
- Ensures that the Library operations adhere to the statutes and regulations of the Occupational Health and Safety Act, RSO 1990, and all other relevant employment and labour legislation.
- Keeps current on technical, regulatory, community and management developments relevant to public library service and participates in professional forums that advance public library service.

## Working Relationships

### Inside the Corporation:

Arts Culture & Heritage Division Manager, Commissionaire of Community Services, Arts Culture & Heritage Advisory Committee, divisional staff, City staff, Mayor and Members of City Council

### Outside the Corporation:

Library Board, Friends of the Library, Library Foundation, Library users, contractors, community members, media, volunteers, donors and government agencies, etc.

## Scope

### **Financial:**

Authority for purchases/payments in compliance with the City's purchasing by-law and Financial Policy and Procedures Manual. Oversees the preparation of the Library operating and capital (in excess of \$2 million annually), and special projects budgets. Presents budgets for Council approval through Community Services Department. Responsible for researching, recommending, and managing the purchase of major capital assets (e.g. computer systems, building renovations etc.).

### **Operating:**

Authority to make decisions in all areas of Library operations. Works in accordance with framework provided by Library Board and City policies, procedures and collective agreements including the Public Libraries Act, Municipal Act and other applicable legislation. Establishes short, long-term and strategic objectives for the Library. Develops, recommends, implements and monitors compliance to policies and procedures. Provides advice and expertise to City staff, Council members, Directors of Library Board, Library Foundation Board, Friends of the Library on major initiatives.

### **Personnel:**

Directly Supervises Library Services Manager (non-union), Chief Custodian, Access Services Librarian, and Collection Development Librarian; indirectly supervises all staff at the Library for a combined staff complement of greater than 30 FTE.

## Education/Experience/Skills Training

Requires an individual who has a Master of Library Science degree or equivalent; must have a minimum of five years supervisory/management experience in a municipal context including three years of administrative experience within a unionized environment; has excellent administrative and communication skills; and an understanding and appreciation of information technology. Requires demonstrated leadership, management and team-building skills to effectively coach, motivate and direct the work of others. Requires excellent planning, forecasting, and financial/budget management skills. Requires the ability to function in a computerized work environment including proficiency using word processing, spreadsheet, and database software packages. Requires knowledge of effective performance management practices; training and development techniques; and of the Collective Bargaining process. Requires the ability to interpret and apply the collective agreement and to achieve positive labour-management relations. Requires well-developed communication, facilitation, negotiation, and public relations skills to build effective relationships within the corporation and throughout the community. Requires the ability to problem-solve beyond conventional methods, champion and manage change, gain the cooperation of others, and build confidence among peers, City Council and the community. Should have a creative/innovative focus on service delivery, a commitment to continuous improvement, respect for the diversity of opinions and perspectives, and be comfortable with a certain level of ambiguity and constantly changing priorities.



### Consequence of Error

Errors may result in deterioration in public image, embarrassment to the City, reduced or eliminated service delivery, and loss of funds to the Corporation.

Failure to adhere to the statutes and/or provisions of the various Boards, legislation, and grant agreements could result in loss of grant funds, resulting in significant embarrassment to the City and loss of public confidence in the Corporation. Failure to exercise effective judgement and make sound recommendations could result in misdirected public campaigns, unnecessary loss of funds, and potential legal liabilities such as patron complaints (re: parking, collection). Relates to the reputation in the community.

The lack of due diligence in the area of Occupational Health & Safety and/or Workplace Harassment Prevention could result in corporate fines and personal criminal charges.

### Physical/Mental/Visual Demands

The incumbent must be capable of performing the physical demands associated with the position. These include: operating a computer (daily) and lifting heavy objects (occasionally) including books and display items. Visual and auditory attention to detail is necessary to review reports.

### Working Conditions

Exposed to dirt/dust (occasionally). Required to travel out-of-town quarterly; overnight travel occasionally required. Required to travel locally (daily). The incumbent must be able to handle uncertainty and ambiguity given the numerous deadlines, conflicting demands and pressures associated with a management position.

The incumbent must be able to mediate and/or resolve grievances and employee relation issues, as well as be able to interpret and anticipate the intention/relevance/impact, act upon and enforce application legislation, codes, and statutes. Must be able to represent the division in an informed, credible manner to the Library Board, Council and to the general public. Communicating and defending professional recommendations in a public forum may lead to considerable mental stress.

Regularly exposed to the risks and challenges of operating a public space including: respecting and enforcing the rights of all visitors; dealing with physical hygiene and environmental cleanliness issues; dealing with abuse of the facility, equipment and/or books; dealing with difficult individuals, personality conflicts among visitors, occasional criminal activity and contentious or emotionally charged situations where the best course of action is often not clear.

Certain operating conditions of this position result in increased mental stress including: the responsibility for the direct/indirect supervision of a large staff within 1 collective bargaining unit; managing and overseeing the separate operations of business units in

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two separate locations across the Community; and managing in an off-site location with no direct or immediate access to senior staff or colleagues.

### Confidentiality

Works with personnel information of employees supervised, and confidential City legal/financial information (e.g. agreements and contracts) presented to the Library Board and Council (Library Board – governing authority). Members are appointed by the City.

### Approval

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Date

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Division Head, Human Resources

