



Peterborough Public Library

To: Peterborough Public Library Board of Trustees

From: Jennifer Jones, Library CEO

Meeting Date: November 10, 2020

Subject: Report PPL20-020
Library Board Evaluation - Results

Purpose

A report to provide the Library Board with the results of their March 2020 self evaluation exercise.

Recommendations

That the Library Board approve the recommendations as outlined in Report PPL20-020 dated November 10, 2020 of the Library CEO as follows:

- a) That the Board receive the report for information, and
- b) That the Board determined which areas to focus on for improvement over the next year and implement changes to achieve measurable success.

Budget and Financial Implications

There are no budget or financial implications resulting from the approval of the recommendations of this report.

Background

One of the Board's goals established at the June 4, 2019 meeting was to perform a self-evaluation. The previously approved evaluation forms (October 8, 2019 meeting) were distributed at the March 2020 meeting and returned to the Library CEO for tabulation.

The results from the survey have been compiled anonymously into the following chart.

The rating scale for each statement is:

- Strongly Disagree (1)
- Disagree (2)
- Maybe or Not Sure (3)
- Agree (4)
- Strongly Agree (5)

2020 Anonymous Board Self Evaluation Score Summary

A. How well has the Board done its job?	Mean
1. Our organization operates with a strategic plan or a set of measurable goals and priorities.	4
2. The Board's regular meeting agenda items reflect our strategic plan or priorities.	4
3. The Board has created or reviewed, in this period, some key governance job descriptions (e.g.: Board Chair, Directors and Committees).	4
4. The Board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies.	4
5. The Board has identified and reviewed the organization's relationship with each of its key stakeholders.	3
6. The Board has ensured that the organization's accomplishments and challenges have been communicated to key stakeholders.	4
7. The Board has ensured that stakeholders have received reports on how our organization has used its financial and human resources.	3
B. How well has the Board conducted itself?	
1. As Board members we are aware of what is expected of us.	4
2. The agenda of Board meetings are well planned so that we are able to get through all necessary Board business.	5
3. It seems like most Board members come to meetings prepared.	5
4. We receive written reports to the Board in advance of our meetings.	5
5. All Board members participate in important Board discussions.	4
6. We do a good job encouraging and dealing with different points of view.	4
7. We all support the decisions we make.	4

8. The Board assesses its composition and strengths in advance of recruiting new Board members.	3
9. The Board assumes much of the responsibility for director recruitment and orientation.	3
10. Board members have some interaction with external stakeholders at Board meetings (e.g.: as guests) or between meetings.	4
11. Our Board meetings are always interesting.	4
12. Our Board meetings are frequently fun.	4

C. Board's relationship with Executive Director (CEO)

1. There is a clear understanding on most matters where the Board's role ends and the CEO's begins.	4
2. There is good two-way communication between the Board and the CEO.	5
3. The Board trusts the judgement of the CEO.	5
4. The Board provides direction to the CEO by setting and reviewing policies.	4
5. The Board has discussed and communicated the kinds of information and level of detail it requires from the CEO.	4
6. The Board has developed formal criteria and a process for evaluating the CEO.	4
7. The Board, or a Committee of the Board, has formally evaluated the CEO within the past 12 months.	5
8. The Board evaluates the CEO primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.	4
9. The Board provides feedback and shows its appreciation to the CEO on a regular basis.	4
10. The Board ensures that the CEO is able to take advantage of professional development opportunities.	4

E. Feedback to the Chair of the Board

1. The Chair is well prepared for Board meetings.	5
2. The Chair helps the Board stick to the agenda.	5
3. The Chair tries hard to ensure that every Board Member has an opportunity to be heard.	5
4. The Chair is skilled at managing different points of view.	5
5. The Chair demonstrates versatility in facilitating Board discussions.	5
7. The Chair helps the Board work well together.	3
8. The Chair demonstrates good listening skills.	5
9. The Board supports the Chair.	5
10. The Chair is effective in delegating responsibility amongst Board Members.	5
11. The Chair ensures the Board is aware of his/her organizational activities outside of our Board meetings.	4

One question was removed from the evaluation of the Board Chair: “#6 The Chair knows how to be direct with an individual Board Member when their behaviour needs to change”. All respondents stated that this hasn’t happened to their knowledge and they were not able to make a fair assessment of the Chair’s response to this situation.

This process has created the baseline by which the Board can measure itself in the following year. The self-evaluation process will be repeated in March 2021 with the 2020 results used for comparison purposes.

A mean score has been determined and, while overall ratings are high demonstrating a positive working team, there are a few areas for improvement.

The questions with a mean score of 3 (Maybe or Not Sure) are:

A5. The Board has identified and reviewed the organization’s relationship with each of its key stakeholders.

A7. The Board has ensured that stakeholders have received reports on how our organization has used its financial and human resources.

B8. The Board assesses its composition and strengths in advance of recruiting new Board members.

B9. The Board assumes much of the responsibility for director recruitment and orientation.

E7. The Chair helps the Board work well together.

Overall, more clarity in the Board’s role is needed based on comments from respondents and individual responses from Section A. Improvement in this area will also lead into better results in Section B in future surveys.

One of the specific suggestions noted in the process was a request for the Chair to provide a regular monthly report to the Board members. This could be a similar report to the CEO Report and include updates from the broader library world with a Board Member lens, as well as key trends in the Library community that the other Board members should be aware of. A local approach with areas for partnership development would also be welcome.

More training opportunities for Board members was also suggested.

The Board has the opportunity to decide which areas they want to target for improvement and make the appropriate changes to achieve measurable results in future self-evaluation assessments.

There have been significant changes resulting from the pandemic situation in 2020 which should be taken into consideration when looking at these results and considering future actions and goals for the Board.

Submitted by,

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