

**Category:** Governance  
**Policy Number:** 1-2  
**Policy Name:** Roles of the Board and CEO

*Adopted from the 2nd edition of "Cut to the Chase" (2012) created by the OLBA*

Legal Issues	Board Responsibilities	CEO Responsibilities
<b>Existing local and provincial laws</b>	Knows local and provincial laws	Knows local and provincial laws
<b>New legislation affecting libraries</b>	Responds to new legislation	Responds to new legislation
<b>Library records</b>	Ensures records are kept and protected in compliance with privacy legislation  Approves annual reports for Government of Ontario	Keeps complete and accurate records regarding refinance, personnel, inventory, insurance, annual statistics, membership  Prepares, submits annual reports to Government of Ontario
<b>Accountability</b>	Municipal/County council and Government of Ontario	Board
<b>Board Meetings</b>	Attends/participates in all  Appoints a board Secretary	Attends/participates in all  Records and maintains minutes of meetings  Reports regularly on all areas of responsibility

Community Development	Board Responsibilities	CEO Responsibilities
<b>Understanding the community</b>	<p>Understands local issues, the implication of community demographics and the contributions of community groups</p> <p>Identifies community needs and concerns</p>	<p>Understands local issues, the implication of community demographics and the contributions of community groups</p> <p>Identifies community needs and concerns</p>
<b>Community relationship-building</b>	<p>Builds a strong and communicative relationship with Council of Waterloo</p> <p>Maintains a dialogue with the community</p> <p>Is aware of the municipal planning context</p> <p>Develops strategic partnerships with community groups and leaders</p> <p>Demonstrates library's role in the community</p>	<p>Builds solid relationships with the Council staff</p> <p>Promotes library services in the community</p> <p>Forges relationships with community groups and leaders</p>
<b>Library's role in the community</b>	<p>Establishes the library as an essential community service</p> <p>Builds community pride in the library</p> <p>Advocates library's role in the community</p>	<p>Establishes the library as an essential community service</p> <p>Builds community pride in the library</p> <p>Advocates library's role in the community</p>

## Waterloo Public Library Policy

Policy Development	Board Responsibilities	CEO Responsibilities
<b>Library Policy</b>	Analyzes CEO policy recommendations Debates policy issues and implications Approves policy Reviews and revises policies as necessary	Recommends policies Advises board on policy development framework and format Provides information sources and policy examples Establishes procedures for implementing policies Interprets policies and procedures to staff and public Maintains policy manual and ensures its accessibility

Planning	Board Responsibilities	CEO Responsibilities
<b>Community needs for library service</b>	Assess needs	Assists board to assess and understand needs
<b>Mission and overall direction</b>	Defines mission and overall direction	Analyzes library strength and weaknesses
<b>Library goals and objectives</b>	Develops and approves	Advises board and facilitates in development
<b>Plan for meeting goals and objectives</b>	Approves plan	Recommends programs, services and activities Formulates plan Administers library in accordance with plan

### Policy 1-2 Governance - Roles of Board and CEO

## Waterloo Public Library Policy

<b>Monitoring and evaluation</b>	Evaluates library performance annually or more often if appropriate  Revises plan accordingly	Provides necessary data to demonstrate progress  Participates in ongoing evaluation  Adjusts plan accordingly
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Finance	Board Responsibilities	CEO Responsibilities
<b>Annual budget</b>	Analyzes preliminary budget and proposes necessary changes  Officially adopts budget	Consults with municipal staff and advises board on municipal budget policy requirements and procedures  Prepares preliminary budget in conjunction with board based on present and anticipated needs and board's plan
<b>Budget presentation to Council</b>	Presents budget to council in accordance with municipal budget policy and procedures	Participates in budget presentation, supplies facts and figures, analysis and comments as requested
<b>Sustainable resources</b>	Determines revenue sources in relation to special project needs and/or funding gaps	Identifies options for generating additional revenue to support special project needs and/or funding gaps
<b>Financial control measures</b>	Ensures safe and financial control measures are in place to expend budget with due diligence and in accordance with board policies	If the CEO is Treasurer, oversees all accounting functions and prepares regular financial statements  Monitors the budget  Identifies and addresses problems as they arise

### Policy 1-2 Governance - Roles of Board and CEO

Personnel	Board Responsibilities	CEO Responsibilities
<b>CEO selection</b>	Hires CEO	
<b>Board-CEO relationship</b>	Builds a strong relationship that recognizes board authority and respects CEO expertise	Builds a strong relationship that recognizes board authority and respects CEO expertise
<b>Staff selection</b>		Hires and directs all staff, adhering to board policies. May seek board input on senior staff selection
<b>Employee performance appraisal</b>	Evaluates CEO performance annually	Ensures that annual performance appraisals are conducted on all staff
<b>Salary scales and union contracts</b>	Approves	Negotiates salary and working conditions for staff including union contracts as applicable
<b>Grievances</b>	Ensures that appropriate steps are in place to handle any grievances that have not been satisfactorily resolved by the library's grievance procedures	Handles all grievances and keeps the board informed
<b>CEO succession management</b>	Ensures that there is provision for succession management	Contributes input to succession management

Governance Process	Board Responsibilities	CEO Responsibilities
<b>Board orientation and development</b>	Board chair supports and participates in planning and delivery	Supports and facilitates planning and delivery

**Policy 1-2 Governance - Roles of Board and CEO**

	Board members engage and participate	
<b>Board performance</b>	Evaluates regularly Individual board members conduct annual self-appraisal	Contributes input to evaluation process
<b>Succession planning</b>	Identifies the skills and competencies necessary for the incoming board to meet new term challenges	Liaises with municipal staff on board appointments with input from outgoing board
<b>Legacy planning</b>	Summarizes highlights, successes and challenges of the term to provide the incoming board with a framework for moving forward	Provides input and support to the board for developing a legacy plan

**Document Record:**

June 2003	Initial Release
January 2014	Reviewed

## Appendix A

### Additional Roles of the Board Chair and Vice-Chair

**The Board Chair shall:**

- Preside at the meetings of the Board
- Conduct Board meetings in accordance with the Public Libraries Act and within the rules of procedure adopted by the Board
- Review draft agenda and minutes etc.

**Policy 1-2 Governance - Roles of Board and CEO**

- In the event that a decision must be made without specific authority of the Board, inform the Board of the decision and the reason(s) necessitating it at the next regular Board meeting
- Serve as an ex-officio member of all Board committees
- Act as one of the authorized signing officers
- Represent the Board at public or private meetings for the purpose of conducting, promoting or completing the business of the board
- Determine the responsibility of committees to deal with matters which arise where it is unclear as to which committee has responsibility, subject to eventual confirmation by the Board
- Act as spokesperson for the Board when required to Council, senior City staff, Library staff, media and local organizations
- Present or participate in presentations to Council as directed by the Board
- Advise the Vice Chair if, for any reason, the chair is temporarily unable to perform these functions

**The Vice Chair shall:**

- In the absence of the Chair, be vested with all the powers and perform all duties of the chair
- Act as one of the authorized signing officers
- Serve as ex-officio member of all Board committees
- Be assigned by the Board other powers and duties from time to time