

OLA Super Conference 2014

MANAGING YOUR CEO'S PERFORMANCE

Session 1210

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Managing Your CEO's Performance



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Agenda

1. Content – Today's Environment

2. Performance Planning & Assessment

- Who
- What
- When
- Where
- Why
- How

3. Dealing with Significant Performance Issues

- Why it's not the same as Performance Planning & Assessment
- Legal & ethical issues



1. Context: Today's Environment

- Turn over is high - in 2013, 28 southern libraries (out of approx 200) had CEO vacancies
- CEOs in the broader not-for profit sector have a greater chance of being fired than their staff do

1. Context: Today's Environment (cont'd)

- Many perceive the CEO's role as too dangerous and lacking in job security
- All research points to continuing retirements 'in droves' at all levels within the sector
- Board expectations are increasingly more sophisticated and at times unrealistic - outgoing CEOs have commented that they would not be considered qualified for the jobs they are leaving



1. Context: Today's Environment (cont'd)

Key responsibilities for CEOs:

- Planning
- Marketing, holding or expanding 'market share'
- Maintain or improve relationships with municipality
- Maintain and improve municipal funding, find new sources of funding
- Developing partnerships for service delivery
- Building projects
- Expanding technology
- Organizational review, training and development for staff
- Collections development, review of services

1. Context: Today's Environment (cont'd)

Attributes:

- Business and political acumen
- Strong communications skills
- Comfort with risk taking
- Long-range thinkers, visionary, inspirational
- Team player, consensus builder
- Ability to concentrate on all stakeholders – board, public, staff, municipality
- Enlightened approach to human resources management
- Comfortable 'doing' as well as managing
- Passionate advocate for role of public library in society

2. Performance Planning & Assessment

Who:

- For CEO, but principles can apply to other staff
- By board via committee
- 360° input
- Not the board chair alone, not one stakeholder group & not others, not the town CAO



2. Performance Planning & Assessment (cont'd)

What

- First, be clear on who does what

What do Boards do?

- Create and uphold the organizations constitution and by-laws
- Decide on the aims and objectives
- Designate responsibility for operations and programming
- DO NOT have a direct responsibility for operations and programming

2. Performance Planning & Assessment (cont'd)

Appoint a Chief Executive Officer

- Provide terms of Employment for CEO
- Give counsel to the CEO
- Support the CEO
- Evaluate the CEO in regular and fair manner



2. Performance Planning & Assessment (cont'd)

	Board Responsibilities	CEO Responsibilities
Legal Issues	Accountable to Municipal Council and Province	Accountable to the Board
Community Development	Builds relationships with Council	Builds relationships with municipal staff
Policy Development	Analyzes, debates and approves policy	Recommends policies Establishes procedures to implement policy
Planning	Defines mission & overall direction	Recommends programs and services Formulates plan
Finance	Presents budget to Council	Prepares budget
Personnel	Hires CEO Evaluates CEO annually	Hires staff Evaluates staff annually
Governance	Governs the library and ensures that it is properly run	Runs the library Puts governance information before the Board



2. Performance Planning & Assessment (cont'd)

Relationships

Board

- CEO
- Community
- Politicians at all levels
- Donors and Friends

CEO

- Municipal staff, ministry staff
- Community
- Broader library community

Volunteers

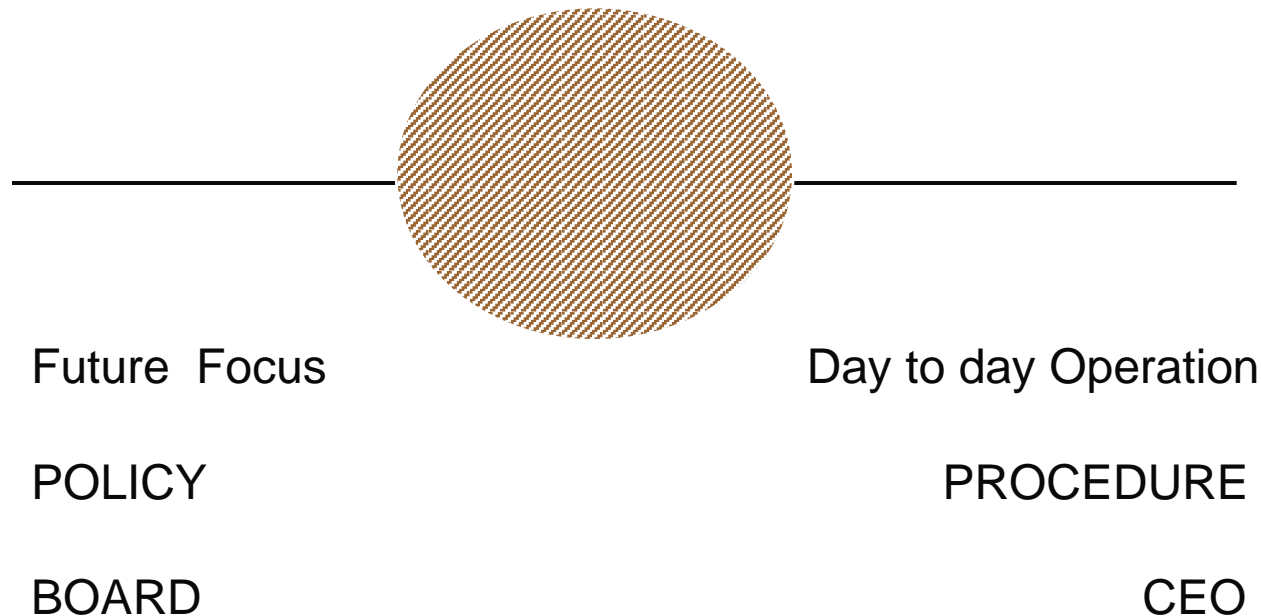
- Staff



2. Performance Planning & Assessment (cont'd)

Board Vs. CEO Roles

Governance is different from Management



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2. Performance Planning & Assessment (cont'd)

Document the process with a CEO performance appraisal policy

The CEO Performance Appraisal Policy should outline:

- How often the performance appraisal will occur
- When will it occur
- The size and composition of the appraisal committee
- Who will be asked to contribute to the process
- The duties and responsibilities of each contributor
- The steps in the process, with set timelines for each procedure



2. Performance Planning & Assessment (cont'd)

Document the process with a CEO performance appraisal policy (cont'd)

The CEO Performance Appraisal Policy should outline:

- Guidelines for determining which objectives will be measured
- Guidelines for choosing evaluation instruments: when to use rating forms, incident reports, statistical summaries etc.
- The procedures to be followed when performance standards are not met
- Appeal procedures for the CEO
- Confidentiality requirements, and procedures for the storage of documents

2. Performance Planning & Assessment (cont'd)

When

- 6 months after hire ('probation' concept)
- Annually thereafter, or tie in to logical planning cycle
- Not the way to handle significant performance issues



2. Performance Planning & Assessment (cont'd)

Where

- Privacy
- Unhurried
- Neutral ground
- No phones or texting!



2. Performance Planning & Assessment (cont'd)

Why

- Accountability & due diligence
- Achievement
- Feedback
- Communication
- Planning
- Sets the example re: CEO & staff
- (Compensation)



2. Performance Planning & Assessment (cont'd)

How

A: Three Fundamental Principles

- Collaboration
- Confidentiality
- Objectivity



2. Performance Planning & Assessment (cont'd)

- Board committee & CEO work together
- Emphasis on planning & review
- Reasonable
- Measurable (+ how measured, by whom)
- Concentrate on 'must haves'
- Consider difference between personal development & organizational needs
- Special needs in under-fill or developmental situations



2. Performance Planning & Assessment (cont'd)

STRATEGIC PLAN	Outlines the goals to be met to implement the Mission
OBJECTIVES	Sets out the individual actions to be taken to accomplish the goals
POLICIES	Policies statements translate the board's objectives for library service to the staff and community at large
CEO JOB DESCRIPTION	Defines the responsibilities of the CEO in meeting the library's goals and objectives
ANNUAL CEO WORK PLAN	Mutually agreed upon by the CEO and the Board, it establishes annual performance objectives for the CEO, and provides a blueprint for the coming year



2. Performance Planning & Assessment (cont'd)

Objectives vs. Competencies

- Develop and implement a succession plan for senior management positions

Vs

- Excellent networking & public relations skills

Hard & Soft objectives

- Increase multilingual collection by 20%
- Improve relations with Friends of the Library



2. Performance Planning & Assessment (cont'd)

- Board committee & CEO meet to review the prior period & plan for the next (written drafts by board & by CEO)
- Written summary presented to full board, signed off, filed
- Board speaks with one voice
- Confidentiality
- CEO only



2. Performance Planning & Assessment (cont'd)

- Is there a form we should use?
- How do we rate? (one size doesn't fit all)
- Different for Carver boards – monitoring reports & organizational success = CEO performance



2. Performance Planning & Assessment (cont'd)

Common Errors in Assessing Performance

1. Halo effect
2. Personality effect
3. Subjectivity
4. Leniency/severity/ middle ground tendency
5. Dramatic incident effect
6. Rating things one cannot observe



3. Dealing with Performance Issues

Why it's not the same as Performance Planning & Assessment

- Time sensitive
- Library boards exposure
- Impact of the problem continuing
- Improvement, not development



3. Dealing with Performance Issues (cont'd)

Legal & Ethical

Always better to attempt to rectify

- Verbal warning
 - Written warning
 - Suspension
 - Termination
-
- Clearly stated measurable standard
 - How standard not met
 - When to be achieved
 - How measured, by whom
 - Support provided



3. Dealing with Performance Issues (cont'd)

Termination

- CEOs non unionized
- Virtually impossible to prove “cause”
- Termination package – common law or per Employment Agreement
- Be mindful re: OHRC



CEO Performance Evaluation Resources – SOLS Links

Professional A-Z

- <http://www.sols.org/index.php/develop-your-library-staff/professionals-information-a-z/198-develop-your-library-staff/professional-information-a-z/boards/187-board-development>

Trillium Policy

- <http://www.sols.org/files/docs/develop/publications/librarydevelopmentguides/GOV09EvaluationoftheChiefExecutiveOfficer.doc>



Share what you learned and liked, tell me what you didn't...

Thank you!

