

## MANAGEMENT REPORT

Date: September 21, 2023  
Author: Christina de Castell, Chief Librarian & CEO  
VanDOCS #: DOC/2023/217641  
Meeting Date: September 27, 2023

TO: Library Board  
FROM: Kevin Lowe, Chair, Governance Committee  
**SUBJECT: Chief Librarian & CEO Performance Review Process**

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### **SUMMARY**

This report provides an overview of the review process for VPL's Chief Librarian & CEO, and recommends that the Governance Committee appoint a trustee to lead the 2023 process.

### **PURPOSE**

This report is for information.

### **RECOMMENDATION**

THAT the Board receive this report for information.

### **INDIGENOUS CONSIDERATIONS**

VPL prioritizes Truth & Reconciliation and supporting the implementation of the UN Declaration on the Rights of Indigenous Peoples in Canada. The performance appraisal framework for the Chief Librarian & CEO incorporates these priorities by using the VPL Strategic Plan as the primary tool for evaluation.

### **BACKGROUND**

The Board is responsible for conducting an annual review of the performance of the Chief Librarian & CEO as per the Board Policy: *Chief Librarian & CEO Performance Appraisal Framework*. As per the policy, a questionnaire is completed by the full board and a summary and discussion is undertaken by trustees appointed by the Governance Committee.

The following elements each contribute to the overall evaluation of the Chief Librarian & CEO's performance according to the *Board Procedure Policy* s.22E.

[Excerpt]

22E. Monitoring Executive Performance

The Board will evaluate the performance of the Chief Librarian based on the organization's performance in its entirety and in the following specific areas:

- i. Progress toward achievements of the Mission, Vision, Values, and Strategic Goals and Budgets.
- ii. Organization's operations within the boundaries of prudence and ethics, established through the Board's Policies and decisions.
- iii. The Board will monitor the Chief Librarian's performance by two mechanisms:
  - Monitor the progress towards the achievement of organizational goals through the receipt of management reports.
  - Undertake the annual formal evaluation of the Chief Librarian's performance.

[End of Excerpt]

The Governance Committee last reviewed the evaluation process in June 2023, and agreed that the Chief Librarian & CEO will be evaluated based on the goals in the Strategic Plan and annual Operating Plan; that the Chief Librarian & CEO will provide a self-assessment in November that is distributed to the Board of Trustees to support completing an annual performance review survey; and that the appointed trustees will coordinate distribution of a survey for performance review to a limited stakeholder group including the Board of Trustees and the VPL Directors Group, with the assistance of the Board's Executive Assistant. This process was followed in 2020, 2021 and 2022.

## **DISCUSSION**

The proposed amended Chief Librarian & CEO Performance Review policy is attached for reference and will be considered by the Board on September 27.

The proposed policy identifies that a discussion among trustees could be a beneficial addition to the existing process to provide more meaningful feedback. This discussion would necessarily be conducted without the presence of the Chief Librarian & CEO. The Board Chair may wish to plan for this discussion prior to distributing the survey to trustees in 2023.

Note: Previous legal guidance provided to the Board in June 2017 indicates that it is reasonable to hold discussions specifically related to the Chief Librarian & CEO's performance without staff presence. This guidance also noted that if termination is being considered, the Board should contact the City Solicitor and have the City Solicitor present during the Board's discussion.

## DRAFT BOARD POLICY

<b>SUBJECT: CHIEF LIBRARIAN &amp; CEO PERFORMANCE MANAGEMENT FRAMEWORK</b>	
<b>CATEGORY: BOARD</b>	<b>POLICY CODE:</b>

### **Objective**

The Vancouver Public Library Board has a responsibility to assess the performance of and provide feedback to the Chief Librarian & CEO on a regular basis, as well as to conduct an annual performance review.

The Vancouver Public Library Board has established a performance management framework to assist it in carrying out this responsibility.

### **Scope**

The VPL Chief Librarian & CEO Performance Management Framework consists of:

- This policy
- The VPL Board Strategic Plan that is in force for the period under review
- The VPL Operating Plan that is in force for the period under review

### **Definitions**

**Board Chair:** Board Member elected by the Library Board to serve as Chair of the Library Board for the year, as required by s.7 of the British Columbia Library Act, or Board member acting in this role due to absence or vacancy of the Chair.

**Board Member:** individual appointed by Vancouver City Council to the Library Board under s.5 of the British Columbia Library Act, including the member of Vancouver City Council appointed by Council to serve on the Library Board.

**Chief Librarian & CEO:** individual appointed by the Library Board as chief librarian under s.9 of the British Columbia Library Act.

**Library Board:** the Vancouver Public Library Board, appointed by Vancouver City Council under s.5 of the British Columbia Library Act.

**VPL:** the organization commonly known as Vancouver Public Library, as governed by Library Board.

## **Indigenous Considerations**

VPL's progress on priorities related to Reconciliation and relationship with the Musqueam, Squamish, and Tsleil-Waututh Nations and Urban Indigenous communities should be included in assessing performance of the Chief Librarian & CEO.

## **Policy Statements**

1. The Library Board will evaluate the performance of the Chief Librarian & CEO based on the organization's performance in its entirety and in the following specific areas:
  - Progress toward and achievements related to the Mission, Vision, Values, Strategic Goals and Budgets.
  - VPL's operations within the boundaries of prudence and ethics, established through the Library Board's policies and decisions.
2. The Library Board will monitor the Chief Librarian & CEO's performance by two mechanisms:
  - Monitor the progress towards the achievement of organizational goals through the receipt of management reports.
  - Undertake the annual formal evaluation of the Chief Librarian & CEO's performance.

## **Procedures**

1. The Chief Librarian & CEO's annual performance review will be conducted during November and December of each year to ensure the current year's Library Board has oversight of the review. In order to accommodate this timeline, the annual performance review period will be from November 1 of the previous year, to October 31 of the current year.
2. The Library Board Governance Committee will be responsible for implementing and overseeing the Chief Librarian & CEO's Performance Management.
3. The VPL Strategic Plan is the foundation of the annual performance review. In assessing the Chief Librarian & CEO's annual performance, the Library Board will consider the achievement of results of the goals/objectives and competency/behavior using the categories of "Did Not Fully Meet", "Fully Meets" and "Exceeded" Expectations.
4. As a Human Resources matter, any discussion regarding content of the Annual Performance Review is handled in camera.
5. Performance Review Schedule

Timeline	Task
June or September Governance Committee meeting	The Governance Committee chair seeks Board Member volunteer(s) to lead the annual performance review process
October	<p>The Governance Committee Performance Review Leads work with the Executive Assistant to:</p> <ul style="list-style-type: none"> <li>• confirm names and email addresses for the Chief Librarian &amp; CEO's direct reports and CUPE representatives</li> <li>• review survey contents to confirm functionality and alignment with the Strategic Plan, and, if applicable, update surveys</li> </ul>
November (two weeks prior to November Board meeting)	Chief Librarian & CEO submits a self-assessment report on progress and achievement of Annual Goals and Objectives and latest Quarterly Strategic Plan Update, including Reconciliation priorities, to Board Members.
November	Using the self-assessment and the latest Quarterly Strategic Plan Update, the Board Chair may lead an in camera discussion with Board Members for the purposes of supporting them to complete the annual performance survey and provide meaningful feedback to the Chief Librarian & CEO.
After November Board Meeting:	The Governance Committee Performance Review Lead(s) emails the Board Member Survey to the Board Members, and emails the Direct Reports and CUPE Survey to the Chief Librarian & CEO's direct reports and CUPE president and vice-presidents with a timeline of completion of two weeks.
December/January:	<p>The Governance Committee Performance Review Lead(s) compiles an Annual Performance Review Survey Results summary document including the survey questions, number of respondents, ratings, and verbatim or summary comments, as considered appropriate.</p> <p>The Board Chair and Governance Committee Performance Review Lead(s) provide a copy of the Annual Performance Survey Results to and meet with the Chief Librarian &amp; CEO to review.</p> <p>During the meeting, the Chief Librarian &amp; CEO identifies personal annual goals, including learning goals, to the review committee.</p>
After the December/January Performance Review Meeting	The Board Chair emails a statement to the Chief Librarian & CEO, with a copy to the Director, Human Resources, that the Library Board has completed an annual performance appraisal and the Chief Librarian & CEO did not meet/met/exceeded performance expectations.

	The Director, Human Resources forwards this statement to the City of Vancouver for the purpose of salary administration.
At the first Board meeting following the Performance Review meeting	The Board Agenda includes “Chief Librarian & CEO Performance Review”. The Board Chair confirms for the minutes that the review has been completed.

## 6. Chief Librarian & CEO Compensation

The Chief Librarian & CEO’s salary is established by the Library Board based on the City of Vancouver’s Exempt Compensation and Benefits plan for equivalent roles. The City of Vancouver’s Compensation and Benefits has benchmarked the Chief Librarian & CEO position at Pay Grade 161 of the City of Vancouver Exempt Salary Ranges. Each salary range has a minimum and maximum, and employees progress through the range based on merit increases that are subject to performance. Once the maximum has been reached, any increases are indexed to the City of Vancouver’s cost-of-living increase for that year. In addition, the City of Vancouver assesses salary ranges against local and national salary data compiled by third parties, and develops a recommendation for City Council for market-based salary range adjustments when relevant.

Until the Chief Librarian & CEO has reached the maximum in the applicable salary range, application of the annual increment is associated with acceptable performance in the previous review period, as determined by the Library Board.

### Approval History

<b>ISSUED BY:</b>	<b>Library Board</b>	<b>APPROVED BY:</b>	<b>Library Board</b>	<b>DATE:</b>	<b>2014-11-26</b>	<b>NEW POLICY</b>
<b>REVISED BY:</b>	<b>Library Board</b>	<b>APPROVED BY:</b>	<b>Library Board</b>	<b>DATE:</b>	<b>2021-04-28</b>	<b>UPDATED</b>
<b>REVISED BY:</b>	<b>Governance Committee</b>	<b>APPROVED BY:</b>		<b>DATE:</b>		

<b>DATE OF NEXT REVIEW</b>		<b>REVIEW CYCLE</b>	<b>5 Years</b>
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