

MANAGEMENT REPORT

Date: August 1, 2023
Author: Christina de Castell, Chief Librarian & CEO
VanDOCS #: DOC/2023/174137
Meeting Date: September 27, 2023

FROM: Kevin Lowe, Chair, Governance Committee
TO: VPL Board
SUBJECT: **Chief Librarian & CEO Performance Management Framework Policy Revisions**

SUMMARY

This report recommends updates to the Chief Librarian & CEO Performance Review Framework policy based on learning from the 2022 process, and to reflect proposed updates to the Board Procedure policy that would move the content on Monitoring Executive Performance into this policy.

PURPOSE

This report is for decision.

RECOMMENDATION

THAT the Board approve the revised Chief Librarian & CEO Performance Management policy.

COMMITTEE DISCUSSION

The Committee reviewed the rationale for the changes, which are based on the process and learnings from 2022, and provided additional updates related to the use of defined terms.

INDIGENOUS CONSIDERATIONS

The Library's progress on priorities related to Reconciliation and relationship with the Musqueam, Squamish, and Tsleil-Waututh Nations and Urban Indigenous communities is part of assessing the performance of the Chief Librarian & CEO, as stated in the policy.

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 Review Framework*. All board members are provided the opportunity to participate in completing a survey, and specific trustees are appointed by the Governance Committee to lead the process.

Prior to 2020, the performance review survey was provided to more than 50 participants among VPL staff and external stakeholders, however, the Board identified that many were not in a position to provide meaningful feedback. The Governance Committee reviewed the performance review process in 2020, and requested a survey of other libraries for comparison. The appraisals for other similar organizations were conducted based on the goals of the strategic plan, a report provided by the Chief Librarian/CEO on annual achievements of the organization, and feedback from trustees provided through discussion. In 2021, the Governance Committee established the current process and policy based on this learning.

DISCUSSION

The recommended revisions are the result of three processes:

1. Learning from 2022
2. Recommended changes as a consequence of simplifying the Board Procedure policy
3. Updates as a result of the revised salary classification for the Chief Librarian & CEO position

Learning from 2022: Based on the timeline and process in 2022, revisions are recommended to the timeline and procedures in the policy, and to clarify the name of the policy, provided below.

Board Procedure Policy: The Governance Committee has recommended removal of the “Monitoring Executive Performance” section from the Board Procedure policy. Changes are provided in the draft below at “Policy Statements” to incorporate this content into the Chief Librarian & CEO Performance Management policy.

Salary Classification: In 2022, the classification of the Chief Librarian & CEO on the City of Vancouver exempt salary ranges was reviewed at the Board’s request to ensure alignment with equivalent positions at the City of Vancouver, and the revised salary range, from band 15 to band 161, is reflected in the revisions presented.

Appendix A provides a clean copy of the policy and Appendix B shows changes from the previous version.

APPENDIX A

DRAFT BOARD POLICY

SUBJECT: CHIEF LIBRARIAN & CEO PERFORMANCE MANAGEMENT FRAMEWORK	
CATEGORY: BOARD	POLICY CODE: VPL-BD-BOARD-002-2021

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"> • confirm names and email addresses for the Chief Librarian & CEO's direct reports and CUPE representatives • review survey contents to confirm functionality and alignment with the Strategic Plan, and, if applicable, update surveys
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 & CEO to review.</p> <p>During the meeting, the Chief Librarian & 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

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

DATE OF NEXT REVIEW		REVIEW CYCLE	5 Years
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APPENDIX B

DRAFT BOARD POLICY

SUBJECT: CHIEF LIBRARIAN & CEO PERFORMANCE REVIEW<u>MANAGEMENT</u> FRAMEWORK	
CATEGORY: BOARD	POLICY CODE: VPL-BD-BOARD-002-2021

Objective

The ~~Board of the~~ Vancouver Public Library (~~VPL~~)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~~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:

- ~~• VPL Board Procedure Policy section: Role and Responsibility of Chief Librarian / Board – Chief Librarian Linkage – Monitoring Executive Performance~~
- 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's Annual Goals and Objectives~~CEO: individual appointed by the Library Board as chief librarian under s.9 of the British Columbia Library Act.

- ~~• City of Vancouver Exempt Staff Compensation Plan~~

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

~~The Library's~~ 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

~~As per the Board Procedure Policy 22E:~~

~~{Excerpt}~~

~~22E.—Monitoring Executive Performance~~

3. 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:

- ~~i.—~~ Progress toward and achievements ~~of~~ related to the Mission, Vision, Values, ~~and~~ Strategic Goals and Budgets.
- ~~ii.—~~ ~~Organization's~~ VPL's operations within the boundaries of prudence and ethics, established through the Library Board's ~~Policies~~ policies and decisions.

~~iii.—~~

4. The Library Board will monitor the Chief ~~Librarian's~~ 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's~~ Librarian & CEO's performance.

~~{End of Excerpt}~~

Procedures

7. 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.

8. The Library Board Governance Committee will be responsible for implementing and overseeing the Chief Librarian & CEO's Performance Management.

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.

Procedure

~~The Governance Committee will utilize several tools to gather information to inform the annual assessment:~~

- ~~•~~ ~~Review of the most recent quarterly Strategic Plan update to~~ using the ~~Board,~~ including Reconciliation priorities;

- ~~Report on achievement~~categories of the Chief Librarian & CEO's Annual Goals and Objectives, which should be heavily influenced by the Board's Strategic Plan.
- ~~Surveys of stakeholders (for example: trustees, direct reports and Union executive), to be conducted in November.~~
- ~~A focussed discussion with a group of trustees with regards to the information gathered. This discussion happens following the December Board meeting.~~

~~Once the information has been received and analysed, the Governance Committee will meet with the Chief Librarian & CEO to discuss their performance over the previous year. This meeting should happen before the end of January.~~

- ~~The document will support the definition of measureable goals and will distinguish between "Did Not Fully Meet", "Fully Met/Meets" and "Exceeded".~~ Expectations.
- As a Human Resources matter, ~~the~~any discussion regarding content of ~~these reports and discussions are~~the Annual Performance Review is handled in camera.

Timeline

11. Performance Review Schedule

<u>Timeline</u>	<u>Task</u>
<u>June or September Governance Committee meeting</u>	<u>The Governance Committee chair seeks Trustee Board Member volunteer(s) to lead the annual performance review process</u>
January- <u>October</u>	<u>The Governance Committee Performance Review Leads work with the Executive Assistant to:</u> <ul style="list-style-type: none"> • <u>confirm names and email addresses for the Chief Librarian & CEO confirms personal annual goals CEO's direct reports and objectives CUPE representatives</u> • <u>review survey contents to confirm functionality and alignment with the Board Strategic Plan, and, if applicable, update surveys</u>
Mid-November <u>(two weeks prior to November Board meeting)</u>	<u>Chief Librarian & CEO submits a <u>self-assessment</u> report on <u>progress and achievement</u> of Annual Goals and Objectives and latest Quarterly Strategic Plan Update, <u>including Reconciliation priorities</u>, to Governance Committee <u>Board Members</u>.</u>
<u>November Board Meeting</u>	<u>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.</u>

<p><u>Mid/After November Board Meeting:</u></p>	<p>Survey sent to Stakeholders<u>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.</u></p>
<p><u>December meeting/January:</u></p>	<p>Committee discussion of reports and survey results<u>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.</u></p> <p><u>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 & CEO to review.</u></p> <p><u>During the meeting, the Chief Librarian & CEO identifies personal annual goals, including learning goals, to the review committee.</u></p>
<p><u>After the December/January: Performance Review Meeting</u></p>	<p>Governance Committee meets with-<u>The Board Chair emails a statement to the Chief Librarian & CEO to discuss, with a copy to the Director, Human Resources, that the Library Board has completed an annual performance appraisal results and the Chief Librarian & CEO did not meet/met/exceeded performance expectations.</u></p> <p><u>The Director, Human Resources forwards this statement to the City of Vancouver for the purpose of salary administration.</u></p>
<p><u>At the first Board meeting following the Performance Review meeting</u></p>	<p><u>The Board Agenda includes "Chief Librarian & CEO Performance Review". The Board Chair confirms for the minutes that the review has been completed.</u></p>

44.12. Chief Librarian & CEO Compensation

The Chief ~~Librarian's~~Librarian & CEO's salary is established by the Library Board based on the City of Vancouver within the context of its Vancouver's Exempt Staff Pay Plan. Compensation and Benefits plan for equivalent roles. The ~~Chief Librarian position is~~City of Vancouver's Compensation and Benefits has benchmarked the Chief Librarian & CEO position at Pay Grade 15 on the Plan. 161 of the City of Vancouver Exempt Salary Ranges. Each ~~Pay Grade has 6 steps, available for annual application,~~salary range has a minimum and maximum, and employees progress through the range based on merit increases that are subject to performance. Once the ~~top step~~maximum has been reached, any increases are indexed to the ~~City's~~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 ~~top step~~ maximum in ~~this pay band~~ 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.

~~Once the Governance Committee has completed the Chief Librarian's Annual Performance Appraisal, the Governance Committee will determine whether the Chief Librarian is meeting expectations, which is required to receive salary increments. This information will be communicated from the Chair of the Board to the Chief Librarian in email, copied to the Director, Human Resources, stating that the Board has completed an annual performance appraisal and the Chief Librarian did not meet/met/exceeded performance expectations.~~

Approval History

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

DATE OF NEXT REVIEW	2026-04-28	REVIEW CYCLE	5 Years
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