REPORT TO THE LIBRARY BOARD

OCTOBER 22, 2026

SUBJECT: Governance Policy Review –CEO Performance Evaluation Policy

PURPOSE: For Approval

PREPARED BY: CEO Performance Evaluation Committee

PRESENTED BY: Betty Holme – Director, Human Resources

RECOMMENDATION

It is recommended that the Library Board approve revisions to the CEO Performance Evaluation Policy.

BACKGROUND

This policy establishes the process the London Public Library Board (Library Board) uses to evaluate the performance of the London Public Library's Chief Executive Officer & Chief Librarian (CEO). Previously conducted from December through February, the evaluation included a Balanced Scorecard. The revised policy aligns the evaluation period with the schedule for other non-union staff and the Board's membership cycle. It also removes the Balanced Scorecard and makes the 360-Degree Review the primary tool for assessing the CEO's performance as the organization's leader.

The current policy, a summary of significant revisions, and the revised policy are appended.

NEXT STEPS:

Upon approval, the Library's CEO Evaluation Committee will implement this process. As part of the Board Policy Revision Cycle, the next review of this policy is scheduled in September of 2030 unless it is deemed necessary to review sooner.

CURRENT POLICY

PURPOSE:

This purpose of this Policy is to outline the processes for the review of the performance of the London Public Library's Chief Executive Officer & Chief Librarian (CEO) by the London Public Library Board (Library Board).

The CEO's performance evaluation is based on the CEO's job description, the Strategic Plan achievements, overall organizational performance, and the CEO's annual goals.

DEFINITIONS

"**360-Degree Review**" means a performance evaluation that solicits feedback about the CEO from all directions: the Board, community partners, and direct reports

"**Balanced Scorecard**" means a performance metric used to identify, improve, and report on various goals and resulting outcomes

POLICY STATEMENT:

An evaluation of the performance of the CEO shall be carried out every year for the term of the CEO's employment contract. Both the CEO and the Library Board have responsibilities to prepare for the review. The results of the review will be placed in the CEO's confidential personnel file.

The CEO Performance Review Committee (Committee) will follow-up with the CEO every six months. The Committee, with input from the Board, will create a Balanced Scorecard to be used in the CEO's yearly performance review, which will be used to determine training and development needs. The performance review will commence in mid-January with an anticipated completion date of April.

1. In December of each year, the CEO shall:

    - review the CEO job description and recommend any changes the CEO believes are necessary;
    - prepare a document outlining progress made towards the Library's Strategic Plan and other organizational goals/initiatives (Balanced Scorecard), as well as suggested goals and objectives to be met during the coming year;
    - submit the documentation to the CEO Performance Review Committee before January 15th; and,
    - recommend who amongst the CEO's colleagues and direct reports should respond to the survey regarding the CEO's performance.

2. In December of each year, Board actions related to the CEO performance review shall include the following:

    - the Chair will inform the Board of the upcoming CEO performance review and request any input from the Board Members, providing a deadline and format for input;

- the Committee will solicit an outside firm to conduct a 360-Degree Review of the CEO;
- the Committee will develop an understanding of the CEO job description, including competencies required;
- the Committee will provide constructive and effective feedback regarding overall organizational performance, the CEO's annual goals, the Strategic Plan goals, and progress and timelines in reaching these goals; and,
- the Committee will mentor, guide and support the CEO in meeting his, her, or their individual goals and the Library objectives.

3. In February of each year, the following procedures shall occur:

    - the Committee will read the documentation submitted by the CEO;
    - the Committee will consider the input submitted by Board Members and by the Committee members;
    - the Committee may request a copy of the previous year's final letter of appraisal from the CEO's personnel file to assist the Committee in completing the CEO performance review;
    - the Committee will meet with the CEO to discuss the CEO's performance in general and to address points raised in any of the documentation;
    - the Committee will meet to complete the CEO performance review and to develop the points to be included in the letter of performance review to be placed in the CEO's confidential personnel file;
    - the Board Chair will meet with the CEO to discuss the outcome of the review, including insights and observations from the Board;
    - at an *in camera* Board meeting in March or April, the Board Chair will report the completion and outcome of the CEO performance review, noting any exemplary achievements of the CEO in addition to areas for improvement;
    - if necessary, the CEO will adjust personal annual goals based on feedback from the CEO performance review for Board review, comment and/or approval; and,
    - the final letter of appraisal will be drafted by the Board Chair and placed in the confidential personnel file of the CEO. No distribution will be made to Board Members.

SUMMARY OF SIGNIFICANT CHANGES

- The evaluation schedule has moved to earlier in the year, with preparation beginning in August, the review starting in September and the Board receiving the outcome at a Confidential Session in October.
- The revised process is structured into clear timelines for each step.
- The definition and use of the Balanced Scorecard are removed.
- The 360-Degree Review becomes the primary evaluation tool.
- The Survey process is more clearly defined, includes timelines, identifies survey groups, and the process for selection of survey respondents.
- The Committee's responsibility to mentor, guide, and support the CEO is placed under a distinct "Throughout the year" step rather than within the annual preparation process.
- Gender-neutral wording is simplified.

REVISED POLICY

PURPOSE

To outline the process for the performance evaluation of London Public Library's Chief Executive Officer & Chief Librarian (CEO) by the London Public Library Board (Library Board).

The CEO's performance evaluation is based on the CEO's job description, the Strategic Plan achievements, overall organizational performance, and the CEO's annual goals.

DEFINITIONS

360-Degree Review means a performance evaluation that solicits feedback about the CEO from all directions: the Board, community partners, and direct reports

POLICY STATEMENT

An evaluation of the performance of the CEO shall be carried out every year for the term of the CEO's employment contract. Both the CEO and the Library Board have responsibilities to prepare for the review. The results of the review will be placed in the CEO's confidential personnel file.

The CEO Performance Review Committee (Committee) will follow-up with the CEO every six months. The Committee, with input from the Board, will create a 360-Degree Review to be used in the CEO's yearly performance review, which will be used to determine training and development needs. The performance review will start on September 1 with a completion date by October 30 each year.

1. In August of each year:
    - the CEO shall:
        a. review the CEO job description and recommend any changes the CEO believes are necessary;
        b. provide the names of their Direct Reports and five External Colleagues to respond to the survey regarding the CEO's performance.
    - the Committee shall:
        a. develop an understanding of the CEO job description, including competencies required;
        b. review the Performance Evaluation Survey questions (CEO Self-Evaluation, Direct Report, and External Colleagues) and make any required changes.
2. In September of each year:
    - the CEO Performance Evaluation Committee will conduct a 360-Degree Review of the CEO, sending Performance Evaluation Surveys to Direct Reports and three External Colleagues selected from those recommended by the CEO;

- the CEO shall complete the CEO Self-Evaluation Survey.
- the Committee Chair will inform the Board of the upcoming CEO performance review and request any input from the Board Members, providing a deadline and format for input.
- All surveys and feedback will be submitted to the Chair of the Committee by September 30 of each year.

3. In October of each year:
    - Performance Review:
        a. the Committee will review all surveys and consider any input submitted by Board Members and Committee members;
        b. the Committee may request a copy of the previous year's final letter of appraisal from the CEO's personnel file to assist the Committee in completing the CEO performance review;
        c. the Committee will meet with the CEO to discuss the CEO's performance in general and to address points raised in any of the documentation;
    - Review Response:
        a. the Committee will meet to complete the CEO performance review and to develop the points to be included in the letter of performance review to be placed in the CEO's confidential personnel file;
        b. the Board Chair will meet with the CEO to discuss the outcome of the review and provide constructive and effective feedback regarding overall organizational performance, the CEO's annual goals, the Strategic Plan goals, and progress and timelines in reaching these goals;
        c. if necessary, the CEO will adjust personal annual goals based on feedback from the CEO performance review for Board review, comment and/or approval; and,
        d. at an *in-camera* Board meeting in October, the Board Chair will report the completion and outcome of the CEO performance review, noting any exemplary achievements of the CEO in addition to areas for improvement;
        e. the final letter of appraisal will be drafted by the Board Chair and placed in the confidential personnel file of the CEO. No distribution will be made to Board Members.
4. Throughout the year:
    - the Committee will mentor, guide and support the CEO in meeting their individual goals and the Library objectives.

INQUIRIES

Director, Human Resources