

Delegation of Authority to the Executive Director

Introduction

The legal responsibility for all matters pertaining to the ownership, operations, policies, and practices of the Niles-Maine District Library (“Library”) rests with the Niles-Maine District Library Board of Trustees (“Board”). The Board is responsible for providing diligent oversight to ensure that the Library’s financial condition is sound, that it has sufficient resources to accomplish its mission, and that it can effectively carry out its responsibilities as defined in the Bylaws and other Board approved policies.

The Board appoints an Executive Director (“Director”), who shall have general supervision over, and direction of, the operations of the Library and its employees. The Board is committed to ensuring effective delegation to the Director to foster consistent good business practices and governance. Documenting this delegation allows the Board to assert appropriate levels of control over the risks associated with its delegation, and is an important safeguard for the Director. It requires the Board to clarify its expectations and “speak with one voice.” The Board supports the principle of empowerment, namely that governance and management are more effective and efficient when they are separated. The Board is responsible for governance and delegates to the Director the authority necessary for the implementation of policies, procedures, and operational management.

Separation of Management and Governance

The Board’s only official connection to the operations of the organization and its achievement and conduct will be through the Director. The Director is responsible for the employment, management, and performance evaluation of all Library employees. Neither the Board nor individual Trustees will evaluate, either formally or informally, any employee’s performance other than that of the Director. Trustees may share observations related to an employee’s performance with the Director, and the Director will determine how to address these performance observations.

The Director will facilitate positive relationships between the Board and staff, including encouraging the direct exchange of basic information. However, if the Board is requesting information that is not readily available or assigning a new work project, these requests or assignments will be given solely to the Director. The Director then has the authority to determine how and by whom that project will be completed, and will report the results of the project to the Board.

“Library Trustees do their work collectively on the library board. Though the board has broad powers – it is answerable only to the governing body that has oversight over the library, or, if elected, to the voters – those powers are exercised collectively. No individual trustee can speak or act for the board, or for the library, unless specifically empowered to do so by board action or adopted bylaws.” (Trustee Facts File, 4th ed.) As such, the Director may defer requests from individual board members or committees to the Board for approval at the next scheduled Board meeting prior to completing the request.

Purpose

The purpose of this document is to define the Board’s delegation of authority to the Executive Director for the operation of the Niles Maine District Library. This document is intended to support an effective system of administration that satisfies organizational and managerial requirements for sound financial stewardship, accountability, and control. A clear delegation of authority will:

- assign clear authorities and accountabilities, thereby ensuring that decisions made and actions taken are by the appropriate levels;
- create a sound internal control environment;
- facilitate efficient decision making; maintain fiscal integrity; and
- ensure that transactions are executed as intended and in accordance with applicable laws, regulations, and Library policies.

Statement of Authorization

The Director is responsible for directing and overseeing the effective management of the Library within the authority delegated to the Director by the Board and in accordance with Board policy and official decisions made by the Board. The Director will work in accordance with any executive limitations defined in this document and other Board policies. The Director will ensure that Board policies are implemented and monitored. The Director is authorized to review policies and make recommendations to the Board for needed updates and amendments and to develop new policies for Board approval.

The Executive Director is hereby delegated the authority to make decisions and implement and manage all operational practices and activities which are within the scope of the Board's mission, vision, policies, budgets, strategic plan, and other areas defined in this document or by Board approved policy or action.

To facilitate optimum operational effectiveness, the Board recognizes that the Director exercises authority over and accountability for employees and Library services and operations. Accordingly, the Director is authorized to establish all guidelines and procedures, make all decisions, take all actions, and develop all activities which are true to the Board's mission, vision, and policies. The Executive Director must not take, allow, or approve any action or circumstance in the name of the Niles-Maine District Library that is:

- in breach of the law;
- imprudent, i.e., lacking discretion, wisdom, or good judgment;
- which contravenes any library specific or commonly held business or professional practices or ethics; or
- is in breach of generally accepted accounting principles.

Authority to Delegate Responsibilities

Within the parameters of Board approved policies, the Director has the authority to create and hire for staff positions or seek vendors to fulfill the responsibilities listed below. The Director will maintain written records of such delegation, such as job descriptions for staff positions and signed contracts for hired vendors.

Executive Director's Role and Responsibility

GENERAL:

Reporting to the Niles-Maine District Library Board of Trustees, the Director is responsible for the provision of leadership and organizational management of the Library in accordance with the strategic direction and policies established by the Board.

RESPONSIBILITIES:

1. Support to Board Governance

Supports a strong Board and governance framework to ensure the effective governance of the Library.

- Participates with the Board to establish and achieve the Vision, Mission, and strategic plans of the Library.
- Executes the direction set by the Board, and provides regular reports on progress.
- Supports and collaborates with Trustees to fulfill their responsibilities and tasks.
- Implements Library Bylaws and Board policies. Recommends new or revised policies for the Board's consideration as necessary. Leads the development and application of related organizational procedures and guidelines.
- Provides an orientation and educational opportunities for Trustees on their roles and responsibilities as members of the Board. Leads continuing education efforts and promotes continuing education resources for Trustees.
- Collaborates with and provides appropriate levels of timely, relevant, and beneficial information to the Board to assist the Board to fulfill its governance responsibility and to make informed decisions. Informs Trustees when a request will be deferred to the Board for approval.
- Ensures that decisions and recommendations made by committees established by the Board are submitted to the Board for approval.

2. Communication and Counsel to the Board

Provides professional counsel to the Board and ensures that the Board is always informed about all significant matters related to the achievement of the objectives of the Strategic Plan.

- Ensures that the Trustees are kept informed on the conditions and operations of the Library and on all important factors influencing them.
- Works with the Board President to finalize Board meeting agendas.
- Prepares a monthly Board packet with information to ensure Trustees are adequately prepared to discuss the topics on the agenda. Ensures printed and digital packets are delivered to Trustees according to Board approved policy.
- Responds to, and informs all Trustees about, all communications and requests for information from individual Trustees.
- Advises the Board in a timely, complete, and accurate manner of relevant trends, anticipated adverse and/or controversial media coverage, material external and internal changes, or member complaints which in the judgment of the Director are of pressing concern.
- Submits required monitoring data in a timely, accurate, and understandable fashion.

- Issues statements on behalf of the library when required, informing the Board when this occurs.

3. Risk Management

Manages risk to protect the assets and reputation of the Library.

- Identifies and makes recommendations to the Board regarding real or potential business risks. Makes recommendations to the Board for library insurance and liability coverage. Ensures required and recommended facility inspections are completed on a regular basis.
- Recommends and administers risk management policies and procedures, including Safety and Security guidelines and trainings and emergency evacuation plans.
- Informs the Board about any changes to legislation, funding, or programs having an impact on the Library. Consults with legal counsel as required to ensure legislative compliance.

4. Record Management

Collect and maintain library records in accordance with applicable laws and policies.

- Manages the records of the organization as required by relevant legislation and the Library's policies, ensuring accessibility to accurate, authentic, and reliable records in all formats, including electronic.
- Responds to FOIA requests in a timely and lawful manner, consulting with the Library's attorney as needed.
- Conducts the Board's official correspondence, fixes times and dates of meetings, and records the official minutes of the Board. Sends draft minutes to the Board Secretary for verification of the draft to be submitted to the Board for approval.
- Ensures security and protection of privacy for all files, legal and historic documents, membership and mailing lists, and other library records, in accordance with relevant legislation and Board policy.

5. Financial Administration

Expend library funds to meet operational needs, within the legal parameters of the Budget and Appropriations Ordinance and all Board approved policies. Provide sound and responsible financial management of the organization, and make available to the Board, through timely and regular reporting mechanisms, all relevant information about the organization's financial position, future projections, and any material change or fact.

The Director is granted the authority to make decisions about library expenses, ensuring the following:

- Legal spending authority is set by publishing the Budget and Appropriations Ordinance annually.
- A comprehensive, annual working budget is prepared in consultation with and approved by the Board.
- Funds of the Library are administered according to the approved budget as closely as possible. The Director is authorized to reallocate expenses across budgeted line items and categories for operational purposes, as long as the library's total expenses fall within the approved total budget for the current fiscal year. The Director will explain any significant variances to the Board as they arise.

- Financial planning and budgeting consider the short and long-term financial health of the organization.
- Financial conditions remain sound and in accordance with applicable laws, the Board's policies, generally accepted accounting principles, and other established requirements.
- Financial aspects of leases and other contracts are monitored.
- Library reserves are managed as directed by the Board. Monitor reserves and budgets accordingly to meet current and future needs. Provide projections to the Board.
- Necessary goods and services are procured within Board approved policies. Participate in the evaluation and negotiation of contracts with external suppliers as required.
- Financial accounting and reports follow established standards of accuracy, integrity, and timeliness.
- An annual audit of the Library's financial records is conducted after the close of the fiscal year, according to applicable laws. Coordinate the annual audit with external auditors. Achieve a successful annual financial audit executed in accordance with by-law provisions and accounting standards.
- A monthly financial statement is prepared and issued to the Board and provides highlights and explanations of significant variances.
- Checks and payments are issued in a timely manner.

6. Revenue Development

In collaboration with the Board, undertake a revenue development strategy to diversify and optimize Library financial income from all potential sources.

- Oversee the execution, monitoring, and evaluation of a revenue development strategy and plan. Report to the Board annually, or as needed.
- Identify sources for grant funding and write effective grant applications.

7. Program Planning & Organizational Management

Budget for, plan, execute, and evaluate the success of public programs and events for all demographics within the Library's service area.

- Ensure that the programs and services offered by the Library contribute to its Vision and Mission and reflect the priorities of the Strategic Plan.
- Oversee the planning, implementation, and evaluation of the Library's programs, exhibits, workshops, and events. Support and advise programming staff.
- Ensure that an organizational framework is in place to support the delivery of daily programs and services by Library employees and volunteers.
- Execute such contracts and commitments authorized by the Board or within established policies.

8. Library Services

Oversee the management of library services, abiding by the policies set by the Board, and lead the provision of services to patrons.

- Provide the Board with a monthly report on the status of library services, including statistics related to library card registrations, public program attendance, and material usage.
- Oversee the administration of library activities and priorities.
- Provide a process for addressing patron inquiries and resolving concerns.

- Advise the Board of any potentially problematic issues related to library services or patron inquiries.
- Conduct patron surveys as appropriate and report the results to the Board for strategic planning, budgeting, and other business of the Board.
- Promote interest and active participation in the Library's activities, and report activities of the Board and the Library through the communications media of the Library.

9. Human Resources Planning and Management

Undertake authority, exclusive of the Board but within the parameters of Board approved policies, for human resources management for employees of the Library, including hiring, training, supervising, discipline, retention, and termination. Advise the Board of employment matters which may result in a grievance or legal action.

- Establish and maintain a sound human resources model including organization structure and staff complement for organizational management and program delivery.
- Implement clear policies, procedures, and practices for how the organization and its employees operate.
- Hire and promote employees. Discipline and discharge employees in accordance with legislation, collective bargaining agreements, and sound human resources practice.
- Strive for a high-performance culture based on developed and empowered employees and volunteers.
- Ensure that all employees receive orientation, appropriate training, and professional development opportunities.
- Respect the Library's values of equity and inclusiveness, and endeavor at all times to create and support a working environment for employees and volunteers based upon a culture of mutual respect, free of harassment and discrimination.
- Direct and coordinate all approved programs, projects, and major activities of the employees.
- Implement a performance management process for all employees to include performance coaching and mentoring, ongoing performance monitoring, and annual performance review.
- Manage employee compensation and benefits by ensuring the following:
 - Compensation and benefits are consistent with the geographic and/or professional market for the skills employed and do not deviate from the Board approved financial envelope for personnel expenditure.
 - Employees are compensated equitably.
- Adhere to, and keep current with, all legislation governing the workplace. Ensure the essential components of all legislation are properly applied within the workplace.
- Develop and maintain a succession plan, which facilitates leadership continuity and ensures the effective operation of Library.
- Present recommendations to the Board with regard to the annual personnel budget as part of the budget planning process.
- Inform the Board of any pay rate or staffing level changes after they have been enacted, unless there is a budgetary or legal concern the Board must vote on or be made aware of before action is taken.

- Determine the starting salary of an employee up to the midpoint of that position's salary range as listed on the Board approved Salary Schedule. Starting salaries above the midpoint of a position's approved salary range must be approved by the Board.
- Approve up to a 3% increase in pay rate, if within a position's salary range on the Board approved Salary Schedule for the purposes of staff retention. Pay increases for retention purposes above 3% or a position's salary range on the Board approved Salary Schedule must be approved by the Board.

10. Public Relations and Advocacy

Communicate with patrons and stakeholders to keep them informed of the work of the Library and to identify changes/trends relevant to the Library.

- Issue communication to the general public using a variety of tools and platforms selected by the Director, such as newsletters, general mailings, news releases, social media, etc.
- Serve as the Executive Editor of the publications of the Library.
- Maintain effective relationships with government representatives and ensure that the position of the Library and its patrons are presented in accordance with the policies and objectives of the Board.
- As required, develop position statements of the Library for Board approval.
- Represent the Library with the media and at public occasions to enhance the Library's profile.
- As appropriate, plan, coordinate, and conduct an ongoing public relations program to inform the public about libraries and their services.
- Establish and maintain relationships with other libraries, government, publishers, public service organizations, and vendors as are desirable or necessary in the best interests of the Library and in conformity with the overall objectives and policy of the organization.