

Mission Statement

The Hamilton Public Library unites people and ideas in a warm and welcoming environment. The library's staff, collections, and access to global electronic resources help to enrich the lives of individuals. The library actively champions literacy, access to information, and the joy of reading.

Strategic Priorities

Strengthen Communities

Support Diverse Needs

Continue to develop and energize our organization

HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting

Wednesday, November 16, 2005

Hamilton Public Library, Board Room

5:30 p.m. Dinner

6:00 p.m. Meeting

AGENDA

1. **Discussion Period**
2. **Acceptance of the Agenda**
3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, October 19, 2005** **Attachment #3**
4. **Presentations**
 - 4.1 Diversity Librarian Presentation (Michelle Penta)
5. **Consent Items**
 - 5.1 Notice of Motion - Bylaws **Attachment #5.1**

Suggested Action:

6. Business Arising

6.1 Ancaster Renovations

Attachment #6.1
Suggested Action:

7. Correspondence

Attachment #7

▪ Federation of Public Libraries

8. Reports

8.1 Chief Librarian's Report

Attachment #8.1
Suggested Action: Receive

9. New Business

9.1 2006 Meeting Dates

Attachment #9.1
Suggested Action:

9.2 Non-Union Evaluation

Attachment #9.2

9.3 Nominating Committee

Suggested Action:
Attachment #9.3
Suggested Action: Decision

10. Private and Confidential

10.1 Labour Negotiations

11. Date of Next Meeting

Regular Board Meeting - Wednesday, December 7, 2005

Central Library, Board Room

5:30 p.m. Meeting

7:00 p.m. Cocktails

8:00 p.m. Dinner, Convention Center

12. Adjournment

HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting
Wednesday, October 19, 2005
Central Library, Board Room**

5:30 p.m. Dinner
6:00 p.m. Meeting

MINUTES

PRESENT: George Geczy, Maureen McKeating, Tamara Fernandes, Mavis Adams, Doreen Horbach, Joyce Brown, Councilor Pearson, Jennifer Gautrey

REGRETS: Mac Carson, Councilor Jackson, Santana Moccio

STAFF: Ken Roberts, William Guise, Maureen Sawa, Beth Hovius, Kit Darling, Helen Benoit, Linda Foley, Karen Hartog

Mr. Geczy called the meeting to order at 6:15 p.m.

1. Discussion Period

1.1 myhamilton.ca Statistics

Ms Darling distributed copies of the first monthly statistical report for the period of September 13, 2005 to September 30, 2005 for the Board's information.

1.2 Friends of HPL

Mr. Geczy and Mr. Roberts provided details of the items discussed at the recent meeting held with the Friend's of the Hamilton Public Library Representatives, Ms McClure and Mr. Whitwell.

2. Acceptance of the Agenda

MOVED by Councilor Pearson, seconded by Ms Gautrey,

THAT THE AGENDA BE APPROVED AS PRESENTED.

MOTION CARRIED.

3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, September 21, 2005

Corrections: Date should read "September 21, 2005" not "June 8, 2005"
Location should read "Mohawk College" not "Board Room"
5. Motion should read "...5.1 TO 5.6..."

MOVED by Councilor Pearson, seconded by Ms McKeating,

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, SEPTEMBER 21, 2005 BE ADOPTED AS AMENDED.

MOTION CARRIED.

4. Presentations

4.1 Executive Summary of 8R's Research

Ms Foley provided an overview of the results from the 8R's research. Ms Foley recently attended the meeting held at the CLA Conference which announced the results of the research. Board Members were requested to contact Ms Foley if interested in obtaining a copy of the results.

5. Consent Items

It was requested that 5.2 be removed from the Consent Agenda.

MOVED by Ms Horbach, seconded by Ms Brown,

THAT CONSENT ITEMS 5.1 AND 5.3 BE APPROVED.

MOTION CARRIED.

5.1 Opening Doors Update

That this update on *Opening Doors*, a national survey intended to determine children's reading habits and their use of the library, be received for information.

5.2 2005/2006 Operating Budget

Board Members discussed the preliminary submission to the City.

MOVED by Ms Brown, seconded by Councilor Pearson,

THAT THE 2006 DRAFT OPERATING BUDGET SHOWING \$965,900 OR 4.3% INCREASE IN THE CONTRIBUTION FROM THE CITY OF HAMILTON OVER THE 2005 CITY CONTRIBUTION OF \$22,447,280 BE APPROVED FOR SUBMISSION TO THE CITY OF HAMILTON.

MOTION CARRIED.

5.3 Frontier College Research Study

That library participation in the Action Research project conducted by Frontier College be approved.

6. Business Arising

None

7. Correspondence

None

8. Reports

8.1 Chief Librarian's Report

Received for information.

9. New Business

9.1 Hamilton Gallery of Distinction

The following board members expressed interest in attending the dinner: Ms Moccio, Ms Horbach, Mr. Geczy and Ms Brown.

MOVED by Ms Gautrey, seconded by Councilor Pearson,

THAT THE HAMILTON PUBLIC LIBRARY BOARD AUTHORIZE THE PURCHASE OF TEN TICKETS (TABLE) FOR THE HAMILTON GALLERY OF DISTINCTION DINNER BEING HELD WEDNESDAY, NOVEMBER 9, 2005 AT A COST OF \$700.00 PLUS G.S.T.

MOTION CARRIED.

9.2 Management Decision Support/Reporting Package

Ms Darling provided a PowerPoint presentation to show board members examples of the current and proposed programs.

MOVED by Ms Horbach, seconded by Ms Adams,

THAT \$37,600 BE ALLOCATED FROM THE RESERVE FOR LIBRARY MAJOR CAPITAL PROJECTS (DEPT-ID 106008) FOR THE ACQUISITION OF AN APPLICATION TO GENERATE REPORTS SHOWING KEY LIBRARY METRICS.

MOTION CARRIED.

10. Private and Confidential

MOVED by Ms Brown, seconded by Ms Fernandes,

THAT THE HAMILTON PUBLIC LIBRARY MOVE IN-CAMERA TO DISCUSS LABOUR ISSUES.

MOTION CARRIED.

MOVED by Councilor Pearson, seconded by Ms Brown,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

11. Date of Next Meeting

Wednesday, November 16, 2005
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

12. Adjournment

MOVED by Ms Brown,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, OCTOBER 16, 2005 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 7:55 p.m.



DATE: November 7, 2005
REPORT TO: Chair and Members of the Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: Notice of Motion to Change Board by-laws

RECOMMENDATION:

That the Hamilton Public Library change its by-laws (attached proposal) in order to allow for a permanent Board audit committee.

BACKGROUND:

The Library Board received its audited financial statements in September. The auditor recommended that the Board form a permanent audit committee. The Board's by-laws do not permit the formation of any permanent committees without a by-law change. If a recommendation for a by-law change is passed at the November Board meetings then a by-law change can be voted upon in December.

AUDIT COMMITTEE

Terms of Reference

PURPOSE

The Committee is to oversee the financial reporting process, monitoring the choice of accounting policies and procedures and monitoring internal control procedures to ensure the effective development and maintenance of adequate financial controls and reporting. The Committee is to be independent of the auditing function and ensure appropriate actions are taken with audit findings. The Committee has no direct responsibility for the operations and functions of audit areas. It does however make recommendations to the Board regarding both factors.

Appointment of External Auditors

Under the authority of the Municipal Act, the City of Hamilton shall appoint the external auditor for the Hamilton Public Library.

Membership

The Audit Committee will be composed of three members of the Hamilton Public Library Board. A quorum shall be two members.

Preference will be given to Library Board members who are financially literate with relevant background in financial matters (i.e. prior experience as a business person, recognized accounting designation, work in the accounting profession, or in the financial accounting department of a current or past organization). Committee members will have no current business relationship or financial interests with the Library or its management.

Members will be appointed at the first meeting in the first year of the Board's term and will serve until the end of the Board's three (3) year term of office.

The members of the Audit Committee will appoint one of the members as Chair who will chair the meeting of the Audit Committee and perform such other duties as required to ensure the proper functioning of the Committee.

Meetings

The Committee will meet at least twice in each year – in the fall with the external auditors to discuss the scope of the annual audit and in the spring with the external auditors to discuss the results of the annual audit.

Additional meetings may be held at the Call of the Chair of the Audit Committee, request by a Committee member or by the external auditors.

Notice of each meeting confirming the venue, time and date of the meeting together with an agenda of items to be discussed shall be forwarded to each member of the Committee prior to the date of the meeting in a timely manner.

The external auditors, Chief Librarian and the Director, Finance and Facilities will be invited to attend meetings and at least once a year, the Committee will meet with the external auditors without Library staff present.

The Audit Committee may invite such other persons to its meetings as it deems necessary.

Duties

The duties of the Committee will be:

To meet with the external auditors before the audit commences and to discuss and approve the nature and scope of the audit

To discuss with external auditors issues such as compliance with accounting standards and proposals by external auditors

To monitor the integrity of the financial statements of the Library and to review, and challenge where necessary, the actions and judgements of management in relation to financial statements before submission to the Board, focusing particularly on:

- Significant accounting policies and practices and any changes in them;
- Major judgemental areas
- The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed;
- The clarity of disclosures
- Significant adjustments resulting from the audit

To meet with the external auditors post-audit at the reporting stage to discuss the audit, including problems and reservations arising from the audit, and any matters the auditor may wish to discuss;

To review the management representation letter, the external auditors' management letter and the management's response.

To monitor and review the internal audit programme (if any) and its effectiveness;

To monitor and review the Library's systems for internal financial control, financial reporting and risk management;

To consider any major audit recommendations and to consider the major findings of internal investigations and management's response;

Reporting

The minutes of the meetings of the Committee shall be circulated to all members of the Committee and to all other members of the Board.

The Chair of the Committee shall report to the Board on all meetings of the Committee.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its responsibility where action or improvement is needed.

The Committee members shall conduct an annual review of their work and these terms of reference and make recommendations to the Board.



DATE: November 7, 2005
REPORT TO: Chair and Members of the Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: **Ancaster Renovations**

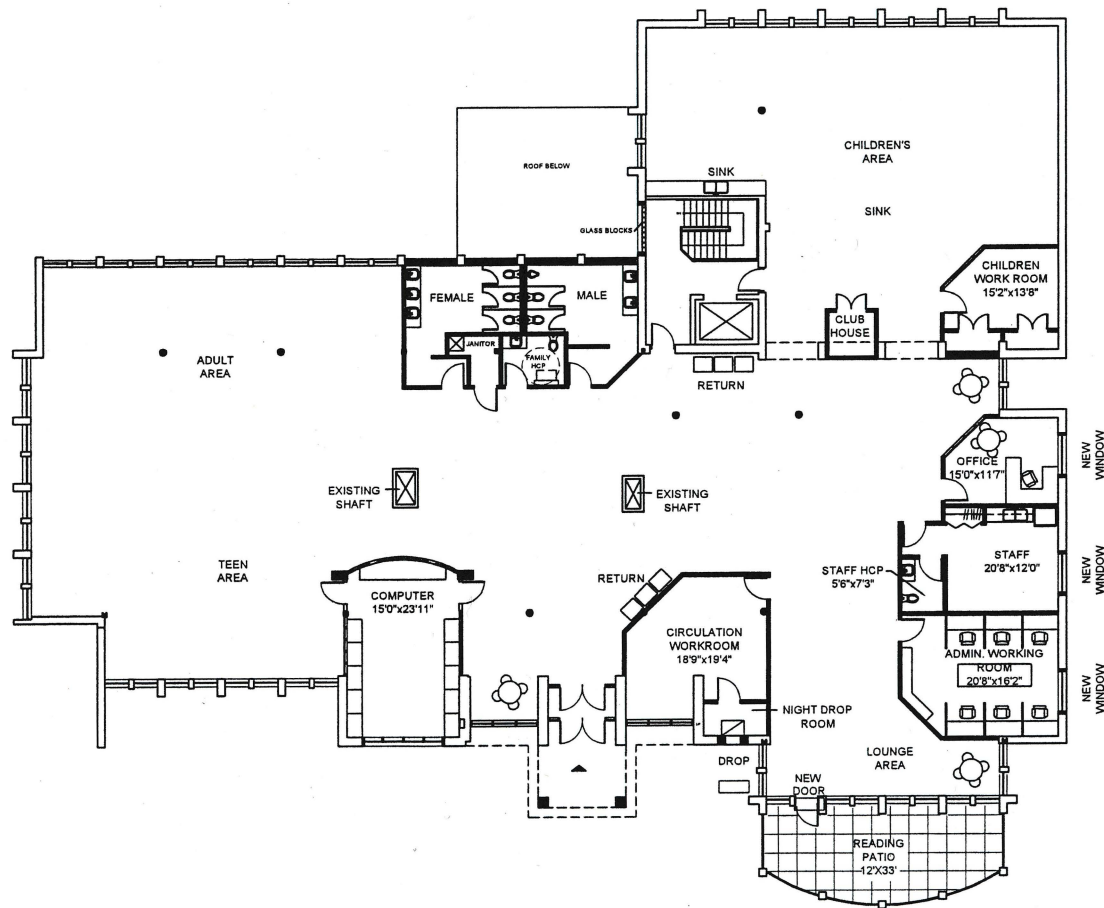
I have attached proposed drawings for the Ancaster renovations. These are the plans that have been agreed upon by staff members of the various agencies that share space in the former Ancaster town Hall.

The plans are consistent with those shown to the Library Board and approved in principle at the September Board meeting. The community meeting room on the lower level is part of the library and controlled by the Hamilton Public Library Board.

The Board has requested that an open community meeting be held when the drawings were close to completion, but at a point where there could be meaningful public input.

A public meeting has been set up for Tuesday, December 6th at 7 pm in the Council Chambers of the former Town Hall.

We now have a timeline fore the project that predicts closure of the entire facility from the end of February – August, 2006. Now that we have a timeline, we can begin to plan for alternative service during the months of closure.



FIRST FLOOR PLAN - OPTION 5
SCALE: 1/16" = 1'-0"

ANCASTER SQUARE
LIBRARY & MUNICIPAL BUILDING

NOVEMBER, 2005

Attachment #6.1

GGA GRAFF GRGURIC
ARCHITECTS
INCORPORATED



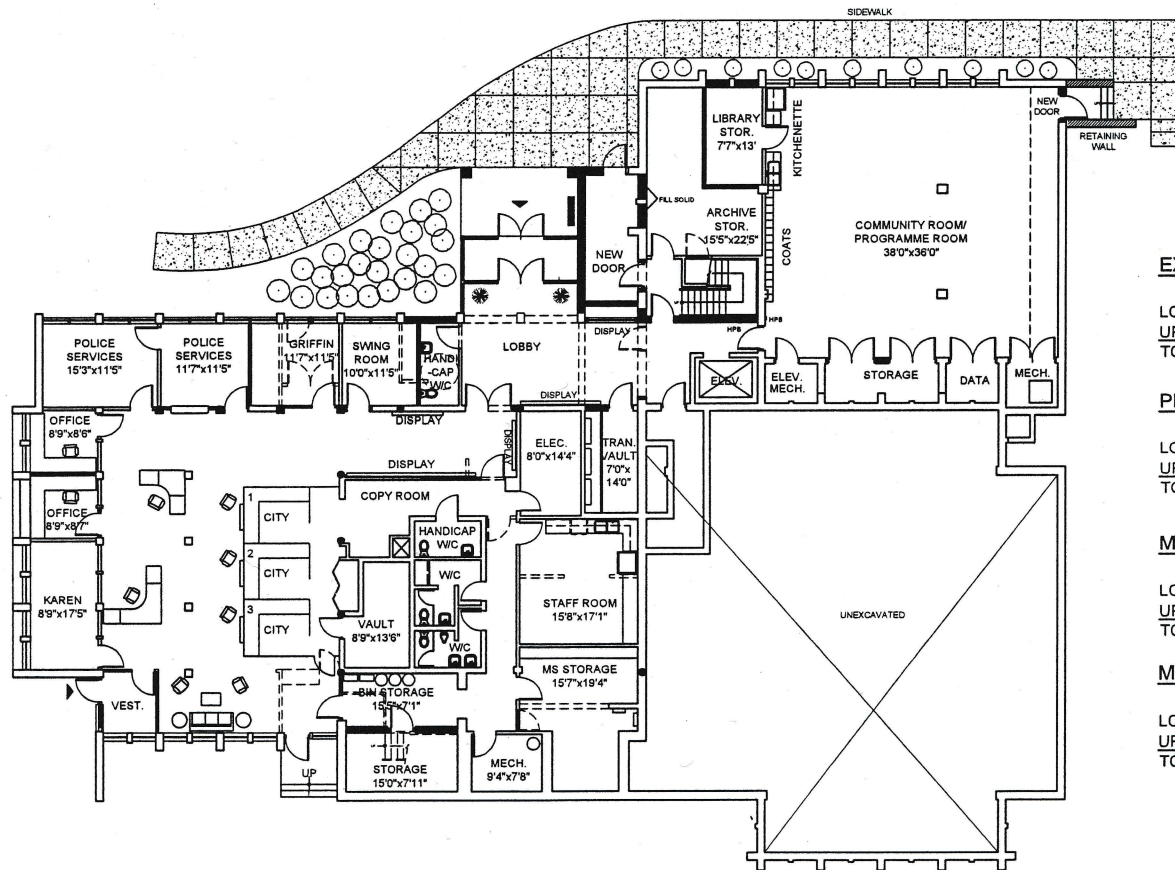
WEST ELEVATION

SCALE: 3/32" = 1'-0"



EAST ELEVATION

SCALE: 3/32" = 1'-0"



EXISTING LIBRARY AREA

LOWER LEVEL:	1975.69 SF
UPPER LEVEL:	4994.73 SF
TOTAL:	6970.42 SF

PROPOSED LIBRARY RENOVATIONS

LOWER LEVEL:	2114.85 SF
UPPER LEVEL:	10096.49 SF
TOTAL:	12211.34 SF

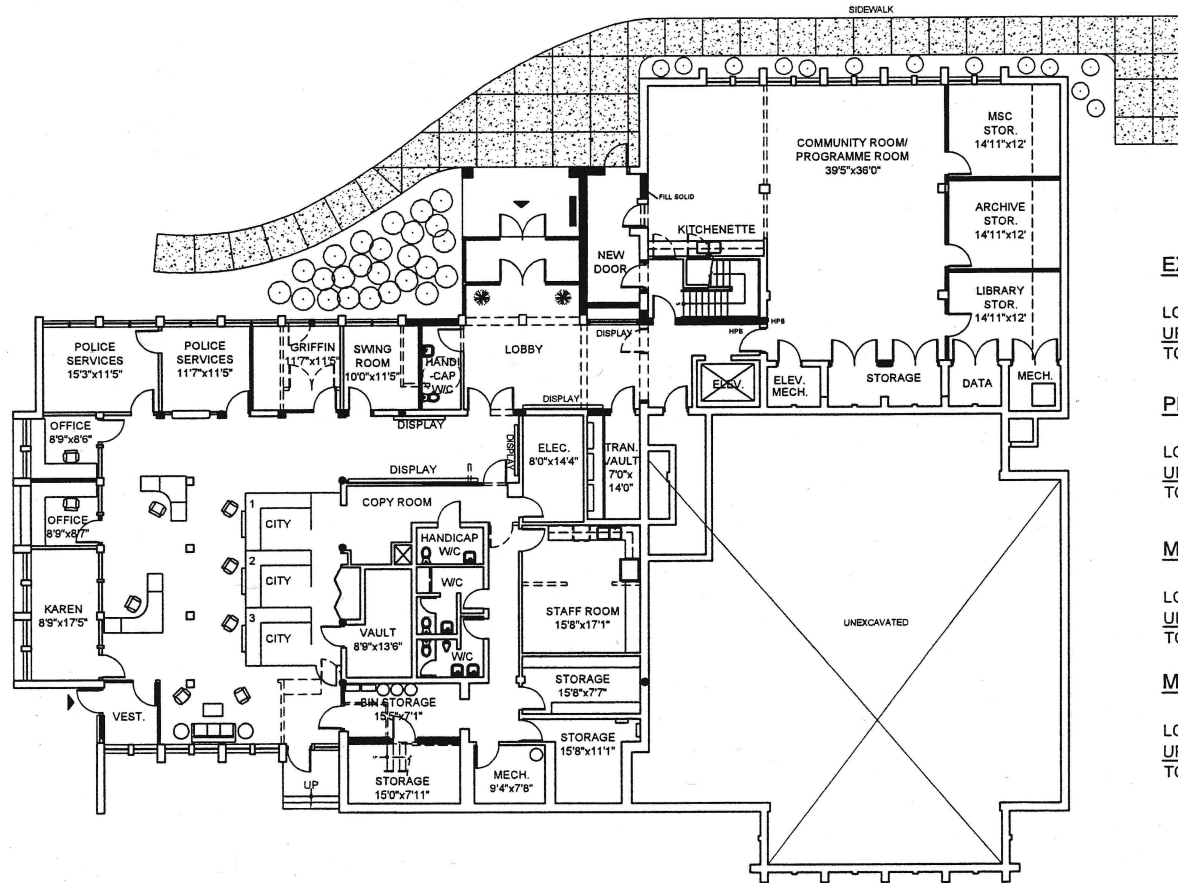
MSC EXISTING AREA

LOWER LEVEL:	5027.79 SF
UPPER LEVEL:	5101.76 SF
TOTAL:	10129.55 SF

MSC RENOVATIONS

LOWER LEVEL:	5027.79 SF
UPPER LEVEL:	---
TOTAL:	5027.79 SF

LOWER LEVEL FLOOR PLAN - OPTION 8-A
 SCALE: 1/16" = 1'-0"



EXISTING LIBRARY AREA

LOWER LEVEL:	1975.69 SF
UPPER LEVEL:	4994.73 SF
TOTAL:	6970.42 SF

PROPOSED LIBRARY RENOVATIONS

LOWER LEVEL:	2114.85 SF
UPPER LEVEL:	10096.49 SF
TOTAL:	12211.34 SF

MSC EXISTING AREA

LOWER LEVEL:	5027.79 SF
UPPER LEVEL:	5101.76 SF
TOTAL:	10129.55 SF

MSC RENOVATIONS

LOWER LEVEL:	5027.79 SF
UPPER LEVEL:	---
TOTAL:	5027.79 SF

LOWER LEVEL FLOOR PLAN - OPTION 8-B

SCALE: 1/16" = 1'-0"

Federation of Ontario Public Libraries

Attachment #7

c/o North York Central Library
5120 Yonge Street
Toronto, Ontario
M2N 5N9

October 28, 2005

To Member Library:

The Federation of Ontario Public Libraries has passed the mid-point of its inaugural year, and we are pleased to provide the attached report of Federation activities and accomplishments. Your colleagues serving on our Board have been working very hard over the past few months to establish the organization, to act on priority objectives, and to respond to issues as they arose. Please share this update with your Board members, library staff and colleagues.

First we would like to thank you for your support of the Federation during this very important formative year. We are proud to be working on behalf of over 150 library members. We established the Federation's office, hired an interim Executive Director, and are pleased to announce that Incorporation of the Federation is now complete. We have also established the Federation's task force structure which will broaden opportunities to support the work of the Federation by participating on a task force. Watch for announcements on our website and the Members' listserv.

Specifically, we thank you for your resounding response to the mini-survey we conducted in response to the budget reductions announced by the Ministry of Culture this past June. You replied quickly and positively to the survey, providing an impressive response of 54% of Federation members, despite the onset of the summer holiday period. Attached are copies of the Federation's letter to the Minister and the accompanying press release. In September, a delegation of Federation Board members met with the Honourable Madeleine Meilleur, Minister of Culture and she again thanked us for the survey results. Subsequently on September 19, 2005, eight Federation Board members were invited by the Minister to her Library Leaders Dialogue.

With the implementation of our Members' and Caucus listservs, we are now in a position to support timely communication with and among members. We anticipate using our listservs to establish a dialogue with Federation members to facilitate the gathering and sharing of information and ideas.

In recognition of the importance of sound research to the planning and development of effective library services in Ontario, we have issued an RFQ for market research services to once again survey the residents of Ontario regarding public libraries. The data will update the results of the Survey conducted in 2000, thus providing for valuable statistical comparisons and identification of trends. Again, watch our website and Members' listserv for additional information about this project.

These are just some of the highlights. Please read on for more information.

Thanks again for your support. We look forward to working with you for the benefit of Ontario's public libraries.

Sincerely,

Jane Horrocks, Board Chair

Federation of Ontario Public Libraries Accomplishments - Mid-year Report 2005

Membership – over **150 paid members** representing all sizes of public libraries and all regions of Ontario. Member libraries serve over 8 million Ontario residents.

Membership-elected **Board with representation for all 7 caucuses** and comprised of public library C.E.O.s and library board trustees.

Incorporation of the Federation completed; Interim Executive Director Marilyn Crawford hired; and Federation office established with the assistance of Toronto Public Library.

Federation **website updated and listservs established** for communication with and among members, caucus members and Ontario public library community at large.

Task Forces established to develop initiatives related to Federation's mandates of Advocacy, Research and Marketing.

Surveyed Ontario public libraries in June and July in response to budget reductions announced by Ministry of Culture. **Your rapid response identified the OLS services of greatest value to be: ILLO, courier, and training and staff support. The timely feedback was sent to the Minister of Culture and to Ontario Library Service (OLS-North and SOLS).**

In response to a subsequent SOLS announcement of two weeks of ILLO and courier service shut-down slated for October and November, the Federation Chair sent a letter to the SOLS Board voicing concern and citing the negative impact on library services to residents during the fall's peak-use period.

Met with Minister of Culture in early September, discussing a wide range of topics affecting public libraries in Ontario. Attending for the Federation were Chair Jane Horrocks, Vice-Chair Elliot Berlin, Claire Dionne, Daphne Johnston, Claire Smerdon and Marilyn Crawford.

Communicated with municipal councillors and officials at **AMO Conference**. Volunteers manned a public library booth, speaking with Mayors, local Councillors, and senior officials. The Federation's role, as a parallel association to AMO was discussed and well received. Jennifer Mossop, Parliamentary Assistant to the Minister of Culture, spoke and answered questions at the AMO Ministers' forum, acknowledging the Federation as a new organization, formed on the AMO model, which would be included in consultations with the Ministry.

Board Chair is serving on the **Digital Materials Subcommittee of the Ontario Digital Library**.

The Chair, who participated in planning **Ontario Public Library Week**, garnered donations from AMPLO, the Federation, Library Bound, OLA, Palmieri, Saunders Book Company and Whitehots, covering the costs of the "Destination Imagination" posters and bookmarks.

Eight Federation Board members were invited to participate in the recent **Minister of Culture's "Library Leaders Dialogue 2005"**, including the Chair and Vice Chair, Elliot Berlin.

The Federation is investigating the province-wide initiatives such as **early childhood literacy development** and other government programmes as they are announced.

A province-wide public survey, a second **Research Project** for 2005, has been initiated and is in the Request for Quotation phase. 1,100 Ontario residents will be randomly contacted by telephone and asked updated questions similar to the Strategic Directions Council's public library market survey conducted in the year 2000. **Federation members will receive** detailed statistical data and trend identification, important in planning and developing effective library services.

The Federation is working for you and with you.

Federation of Ontario Public Libraries

Attachment #7
c/o North York Central Library
5120 Yonge Street
Toronto, Ontario
M2N 5N9

Press Release

Contact: Marilyn Crawford, Executive Director
Phone: 416-395-5638
Email: marilyncrawford@fopl.ca

FOR IMMEDIATE RELEASE

Public Library Boards Send Message to Ministry of Culture

Toronto, ON, July 13, 2005: When faced with serious cuts to the Ministry of Culture's funding of public library initiatives and services, CEOs and Board Chairs of Ontario's public libraries responded quickly and in force to a survey issued by the Federation of Ontario Public Libraries. Based on the responses of public libraries serving more than 8.3 million Ontario residents, the Federation is sending a strong message to Minister Meilleur.

The Federation asked public library leaders to identify the three provincially-funded services of greatest value to their communities. Overwhelmingly libraries cited Interlibrary Loan and its supporting Courier service as the #1 and #2 Priority Services respectively. These services are crucial to the timely delivery of information and resources to the people of Ontario, irrespective of their geographic location.

90% of responding libraries chose Interlibrary Loan as one of their top three choices, and 62% chose Courier service as one of their top three choices. This underscores the long-established tradition of collaboration and shared resources among Ontario's public libraries. Training programs for staff is the #3 priority service, followed by Information, Advice and Planning Assistance, confirming the importance of provincially funded training and management support for small public libraries in Ontario.

Other Ministry programs scheduled for funding reductions are the Library Connectivity Fund and the Library Strategic Development Fund, yet the Library Connectivity Funding has proved critical to the implementation of public internet access and delivery of important electronic information, especially in small and rural communities. 84% of recipient libraries serve communities of fewer than 30,000 residents.

The Library Strategic Develop Fund provides public libraries with significant seed money to leverage other public and private sector funds for new and innovative services. Such innovation is important to our communities in this time of rapid technological, social and economic change and constrained local funding.

As centres of life-long learning and cultural development, public libraries support community and economic development, cultural identity and quality of life across Ontario. Jane Horrocks, Federation Board Chair has requested a meeting with the Minister to review other survey findings regarding public library priorities for provincial funding support, and says "the Federation, an organization for Ontario's public libraries formed earlier this year, looks forward to working with the Minister to champion exemplary library service for Ontario residents of all ages in today's information-based economy."

- END -

Federation of Ontario Public Libraries Attachment #7

c/o North York Central Library
5120 Yonge Street
Toronto, Ontario
M2N 5N9

July 12, 2005

The Honourable Madeleine Meilleur
Minister of Culture
Whitney Block, Room 4320
99 Wellesley Street West
Toronto, Ontario M7A 1W3

Dear Minister Meilleur

I am writing on behalf of the Governing Board and members of the Federation of Ontario Public Libraries (Federation) in response to your recently announced funding reductions to the Ontario Library Service (OLS) and to the Ministry's Connectivity and Strategic Development Funds.

As centres of life-long learning and cultural development, public libraries support community and economic development, cultural identity and quality of life across Ontario. The Ministry of Culture, through the Public Libraries Act, and by funding new initiatives, has a crucial role in fostering collaboration and the strategic development of new concepts and services in public libraries to better meet the needs of Ontario residents.

We thank you for your decision to maintain the per household grants at the current level, an important funding source for Ontario's public libraries. This financial support for the direct delivery of local library service, demonstrates continued Provincial commitment to local governments.

We recognize the government's financial constraints; however, any reduction in funding to library services is regrettable. As a result of the Ministry's recently announced funding reductions, the Federation Board determined that it would gather data to identify the public library's priority services so as to provide a considered and informed response to the Minister. The Federation issued a survey to the public libraries, asking them to indicate in priority order, the three OLS services that are of most value to their communities. Also in the questionnaire, libraries indicated the number of applications and the success of those applications in securing funding from the 'Connectivity' and 'Strategic Development' funding over a five year period.

Survey Results

Public library leaders, the Board Chairs and Chief Executive Officers, responded quickly and positively to the survey, despite the onset of the summer holiday season with:

- 54% of members of the Federation of Ontario Public Libraries responding; and
- 41% of public libraries across Ontario responding, with 64% of those respondents serving populations of 30,000 or fewer.

The responding libraries identified the following OLS services and programs as those of most value to their communities.

- **#1 Priority Service: Interlibrary Loans**
Identified as the number one priority service by 65% of all respondents, and identified as one of three top priority services by 90% of all respondents;

- **#2 Priority Service: Courier Services**
identified as the number two priority service by 38% of all respondents, and identified as one of three top priority services by 62% of all respondents.

Clearly, the services of greatest priority to public libraries are the timely delivery of information and resources to the people of Ontario, irrespective of geographic location.

- **#3 Priority Service: Training programs for library staff**
Identified as the number three priority service by 26% of all respondents, and identified as one of the top three services by 41% of all respondents.

In addition to the top three priority service responses, **Information, Advice and Planning Assistance**, including programs specifically for small libraries, was identified by 36% of all respondents as one of their top three services. Of note, 50% of all respondents serving populations of less than 30,000 identified this service as one of the top three services.

This finding underscores the importance of the OLS' role as the provincially funded management layer supporting small public libraries in Ontario.

84% of responding libraries receiving **Library Connectivity Funding** serve small populations of 30,000 or less. Such funding is critical to the implementation of public internet access and delivery of important electronic information sources, especially in small and rural communities.

83% of responding libraries receiving **Library Strategic Development Fund (LSDF)** serve large populations of 30,000 or greater. The LSDF provides significant, important funds to public libraries for strategic development of new and innovative services, as these libraries operate in an environment of rapid technological, social and economic change while experiencing constrained local funding. When used as seed money, the LSDF funds leverage other public and private sector funds.

The Federation shares your commitment to ensure that all of Ontario's public libraries are positioned to support strong economic, educational and cultural development within our communities. It is imperative that any changes to funding not adversely affect the priority services identified by our libraries. Continued provincial funding for public libraries at current or increased levels is crucial to ensuring that Ontario residents of all ages have access to the information they need for success in Canada's information-based economy, regardless of where they live

Further to this brief summary, the Federation Executive and I request a meeting with you to review the other survey findings regarding public library priorities for provincial funding support. The Ministry of Culture is the champion of Ontario's public libraries and we look forward to your response.

Sincerely,

Jane Horrocks, Chair
Federation of Ontario Public Libraries Board

cc. Ministry of Culture, Libraries Branch; SOLS; OLS-N.

Chief Librarian's Report October, 2005

Ontario Digital Library

The ODL project is still alive, and the ODL Steering Committee is hoping that a detailed Business Plan can be presented to the provincial government late this Fall. Several projects are proceeding, including work the "Memories Project," an attempt to standardize practices associated with creating digital collections. Gerta Molson, the recently retired CEO of the Niagara-on-the-Lake Public Library has been hired to act as interim manager of the ODL.

25th Anniversary of the Central Library

The Central Library celebrated its 25th anniversary the third week in October and a number of events were planned, in conjunction with Ontario Public Libraries Week. Staff did a tremendous job of ensuring that it was a busy week. Two of the highlights included the Power of the Pen Awards ceremony and the Saturday night Jay Ingram lecture, which played to a nearly full house on a miserable, rainy evening.

OMBI Statistics

OMBI stands for the Ontario Municipal Benchmarking Institute. OMBI is a branch of the provincial government and they are mandated to produce performance statistics for virtually all municipal services. 2004 was the first time that public libraries were included in the OMBI figures. OMBI warns that their measures are not intended as comparators since there are few definitions included with the indicators. They are intended as internal measures. There is an internal City of Hamilton review process in which each service area (including the library) will be questioned about their figures. I have attached the figures for you to see and to question.

The financial figures are, of course, somewhat misleading. Libraries do not pay for the same bundle of services from their operating dollars. It is hard to use an average since we are compared with some library systems that have little in common with us. They tend to throw off the average figures.

Our service figures are pretty good. The only one where we seem almost glaringly out of step is the figure that relates to the number of public access workstations for the population we serve. We are noticeably low in this area of comparison.

City of Hamilton/ Hamilton Public Library Training Facility

The City of Hamilton has approved funding for their portion of the renovation of the former Mohawk/McMaster Centre on the mezzanine floor of the Central Library, converting this space to a joint training facility to be used by both staff and the public.

The Library Board has approved our cooperation in this project, presuming that agreements could be reached on the reasonable use of each other's space. I wrote such an agreement and the city has approved the terms. Our portion of the costs, including

furnishings, will come to just over \$50,000. We can accommodate these costs in the operating budget.

Holds Summit

As highlighted at last month's Board meeting, electronic placing of Holds has become such a popular service that it threatens to overload our staff, making it difficult for other services to thrive. We held a management committee "Holds Summit" on the afternoon on November 4th in order to hear more about the nature of our problems and to devise potential short term and long term solutions. We used an eight step process called "Preferred Futuring", knowing that we would only be able to complete five of the steps on that afternoon. We plan to complete the process with the management committee on November 24th and may have suggestions for the Board. It probably is interesting for the Board to know that an overwhelming majority of the managers view the capabilities of RFID as a means of managing staff workload issues. There is a huge concern that staff who are trained and capable of answering reference questions and performing other value-add duties are, instead, emptying an filling boxes for shipment to other locations.

Daphne Wood and I facilitated the process, using preferred futuring.

Facilities Master Plan

Daphne and I would like to use the preferred futuring process to facilitate a meeting of the Board intended to reach consensus on some of the outstanding issues related to the Facilities Master Plan. I'd like to plan a separate meeting of the Board in January.

2006 Operating Budget

There are no changes to the budget as submitted.

5th floor renovations

We continue to work with the City and with an architect in developing a program for the fifth floor of the library. We are not yet ready to bring any detailed plans to the Board. Details are not likely to be ready before January.

Gallery of Distinction

The Hamilton Public Library continued to play an active role in the Gallery of Distinction. The Hamilton Public Library is a founding member of the Gallery. While I was a member of the Gallery's Board, most of the actual work on the awards dinner and the selection of nominees was done by Karen Hartog, Yvonne Patch, and the staff in Special Collections.

South Mountain

The South Mountain project has hit a snag that is slowing it down a bit. The estimated costs for the YMCA portion of the complex is too expensive and the architect has been asked to create new sets of drawings. The plans on which the estimates were based showed part of the YMCA building coming across the room of the library so that the Y could receive good street presence despite being behind the library on the property. The new plans will try to give both the YMCA and the library good street presence without

having to create a two floor YMCA building. The delay is estimated to add about a month to our timelines for the project. It is still likely that we will start construction this Spring but we may not be opening the library until early 2008.

Staff Development and Training Policy

As you know, the current Education Policy, which is almost unique in public library systems, is set to expire December 31, 2005. We have been working on a replacement policy that covers all aspects of staff development and training. The new policy has to be vetted through a number of internal stakeholders. While we are hopeful that it will be ready in December, there is a good chance that it will not be ready for the Board's consideration until January, 2006.



DATE: November 7, 2005
REPORT TO: Chair and Members of the Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: 2006 Board Meeting Dates

RECOMMENDATION:

That the Hamilton Public Library holds its 2006 Board meetings on the following dates.

- January 18th
- February 22nd
- March 15th
- April 19th
- May 17th
- June 21st
- September 20th
- October 18th
- November 15th
- December 20th

BACKGROUND:

We were asked to create a Board meeting schedule that tried to avoid Council meetings.

The normal February 15th meeting date conflicts with Council and we suggest moving it to February 22nd.

We have kept the March meeting on the third Wednesday evening but it is scheduled for the March Break.

We have left the June meeting in the third week. CLA does start on the Wednesday but it is in Ottawa and those who have to be at the Board meeting and at CLA could drive or fly the next day. Moving the meeting puts us in conflict with Council.

We have left the December meeting on the third Wednesday since moving it earlier conflicts with Council. This is the dinner meeting and councilors have noted that they always miss the Board dinner because the meeting is moved away from Christmas.



DATE: April 18, 2005

REPORT TO: Chair and Members of the Board

FROM: Ken Roberts, Chief Librarian; Linda Foley, Director of Human Resources

SUBJECT: **Non-Union Compensation Issues and Pay Equity**

This memo outlines for the Library Board a number of initiatives and issues that will affect the non-union compensation program. In some cases, recommendations will come forward for approval individually; others as a whole, and other information will be presented for information and direction only.

Three issues (items 2, 3, and 4 below) require review and action by the Library in order to ensure that our non-union compensation systems remain aligned with the City of Hamilton practice. The Library has utilized the City of Hamilton for pay equity purposes for the full time non-union group, and the Transition Board repeated this practice during the recently re-hiring of the management team during the municipal amalgamation in 2000 and 2001.

While our desire is to present the issues and recommendations together, in practice and reality, we learn of changes through council meeting minutes and then are left to investigate and bring forward similar recommendations to the Library Board. Some of the issues to be addressed require action now; others are underway and may result in further recommendations coming forward once the review process is complete.

1. Pay Equity Plan and Pay Equity Maintenance

The Hamilton Public Library has a long history of utilizing the City of Hamilton job evaluation and pay bands for its compensation for pay equity purposes. As a result of amalgamation the actual plan documenting the pay equity plan in place, listing positions and the job evaluation tool remains outstanding. This plan will be finalized this year and re-communicated to all members of this plan. The casual employees (pages and shelf readers) must have their positions addressed in the plan, and they may or may not require a separate evaluation tool or mechanism to relate these positions to the others. There is a tremendous difference between the casual and the other non union positions to be captured in this plan. Policy and procedures will be developed to ensure that employees have the ability to request reviews of their positions; that allow for appeals of decisions; and that establish and document the mechanism for which pay equity will be maintained, as is required by the Ontario Pay Equity Act.



2. Job responsibilities and Pay Compression

During the amalgamation process, the City assisted with the preparation of positions for posting and for rating so that the new City and associated boards could commence operations swiftly. The City in fact, has recently conducted an evaluation of all positions and has made necessary changes that have emerged since the benchmarking and slotting process that was undertaken during 2001.

The responsibilities of senior managers (except for that of the Chief Librarian) and some of the middle managers have changed since amalgamation. One result of the decision to eliminate the Deputy Chief Librarian position as well as one other Service Coordinator position has been an increase in complexity and magnitude of some of the portfolios. Additionally, one of the management positions, newly described in 2002 has been updated and will be evaluated in advance of the group given that the incumbent has now been in the position over one year, and the organization can now more accurately state and evaluate the position than when it was initially described.

These changes are being captured during an updating of descriptions and job evaluation documentation and are likely to come back to the Board with recommendation.

In terms of pay compression and internal relationship between positions, once the positions are re-evaluated, a review of the pay bands, differentials between levels within the confines of the City pay bands, will be conducted by an external compensation consultant to ensure that there where pay compression exists, appropriate recommendations can be made that are impartial and can be supported by known compensation practice. Benchmark positions will be compared both with the current City pay structure as well as with external comparators for a review of the competitiveness of the pay levels.

Pay compression exists between the middle managers and the librarian rates as it does between the middle and senior management team. The review of the senior team responsibilities commenced last April and has, unfortunately, taken some time given the nature of the other workload/organizational issues that necessarily took precedence over this initiative. We therefore will bring forward any changes and recommendations, and provide you with recommendations on the effective dates for these changes.

The Human Resources team will work with the same consultant who has worked both with the City and with the Library in the past and is expert in this job evaluation plan to conduct any reviews and to make recommendation to the Chief Librarian and Director, Human Resources regarding changes that may be required. As previously indicated in the November 2004 Strategic Human Resources document, this initiative will necessarily be funded from our reserves.



3. Inflationary increase

The Library Board has budgeted for inflationary increases based upon information provided by the City of Hamilton. We are not, at this point, certain when these rates will commence in the City, and therefore, we are not able, at this time, to make a recommendation with respect to the Library 2005 non-union inflationary increase.

4. Performance Incentive

Performance incentives were introduced by the Transition Board starting in 2001. The Chief Librarian's contract and the appointment letters of most senior management team members all include the potential for a 10% of annual salary performance incentive. At the time of amalgamation, the City Manager explained to all City and Library management staff that the salary grid had been adjusted so Hamilton staff made slightly less than comparable workers in other municipalities but could make more by exhibiting good performance.

The performance incentive program was reduced over the next few years. Management members other than senior managers at the library were never included. The amount of the library's incentive was capped at 5% for 2003. No payments were made for 2004, yet.

City Council has now eliminated the incentive program. When the City eliminated its program it was advised by legal council that it had been paying the incentive to some employees and that these people also had commitments in contracts and appointment letters. The City was advised that it had three options.

1. the City could simply eliminate all incentive payments and run the risk that staff might leave and argue constructive dismissal or, alternatively, staff might stay and become less committed to their work and to the City.
2. the City could announce that the program would be eliminated after a period of time, such as two years, and allow staff to be eligible for the full amount entitled to them by their appointment letters or contracts during this two year period.
3. the City could provide all management staff who had been receiving the performance incentive with a percentage increase above their salary levels as set by the grid and allow the individuals who had been receiving the incentive to receive this adjustment until such time as each of these individuals left the organization.



The City selected the third option. Effective in 2004; all management staff at the City who had received the performance incentive received a permanent adjustment to their personal salary levels of 2.5% of pay.

The Library Board has not yet permanently addressed the issue of performance incentives. The Chief Librarian and members of the senior management team have been receiving performance incentive pay for the past few years. Performance incentives are an issue for senior library management team members. They know that their colleagues at the City have received a permanent adjustment to pay.

We believe that the funds currently in the operating budget for this purpose (\$16,600 in total for senior management team members @ 2.5% of annual pay) are not sufficient to act as incentive pay, and is, in fact, a quarter of the incentive pay that was originally part of their terms of employment. The Chief Librarian has the authority to spend funds in the operating budget. Still, the funds are set aside as "performance incentive" pay and the Chief Librarian does not want to unilaterally make a decision that removes the incentive component.

Therefore, and unless there is a Board objection, in order to resolve the issue of the incentive pay, and remain aligned with the City of Hamilton practice in this area, it is the Chief Librarian's intention to handle the performance incentive issue for senior staff members in the same way that the City has handled the issue. All City senior staff members, from the General Manager to the Director level, accepted this solution. All senior library senior managers will also accept this solution.

5. Chief Librarian – Terms of Employment

The Chief Librarian is, himself, entitled by contract to a 10% annual performance incentive, based on meeting goals. The issue of the Chief Librarian's entitlement needs to be resolved by the Board and by the Chief Librarian and a new employment letter or an adjunct to the current one is required.

All comparator positions for the Chief Librarian at the City have received the permanent 2.5% adjustment. The Chief Librarian certainly does not feel entitled to any more than his comparators or than library senior staff members.

Therefore, it is recommended that the Board Chair and the Chief Librarian revise the employment letter to reflect the change in compensation, and that it includes appropriate wording that alleviates the Library Board of any liability with respect to this change.



DATE: November 7, 2005
REPORT TO: Chair and Members of the Board
FROM: Linda Foley, Director of Human Resources
SUBJECT: Non-Union Job Evaluation and Pay Equity Maintenance

RECOMMENDATION:

That the results of the report summarizing the Non Union Job Evaluation are accepted and the recommendations be approved retroactive to April 1, 2003.

That the Library continues to look for an appropriate mechanism to evaluate the casual non-union positions.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Library is obligated to maintain pay equity, and as a result of a number of organizational changes and increase in scope for a number of positions, the Library embarked on a full-scale re-evaluation of non-union permanent positions. A process to ensure that changes in job descriptions be captured annually has also been developed. The cost of the recommended actions is \$120, 494 to be paid from the current operations budget. The changes to pay grades have been captured in the 2006 draft-operating budget. The remaining non-union pay evaluations of the pages and shelf readers will commence shortly as these jobs are significantly different than the other non-union positions and will require a different process to commence shortly.

BACKGROUND:

This memo outlines for the Library Board the non-union job evaluation process undertaken by the Library over the past number of months. As indicated in April 2005, the non-union permanent positions at the Library were last updated and evaluated at the time of amalgamation – in 2001. As highlighted at the April Library Board meeting the Hamilton Public Library has a long history of utilizing the City of Hamilton job evaluation and pay bands for its compensation for pay equity purposes. The attached report from The Avalon Group outlines the process and changes made as a result of the job evaluations.

For your reference a link to the April 2005 in camera report is here.

PREPARED FOR

Hamilton Public Library

Non-Union Job Evaluation Maintenance Review

Prepared By:
The Avalon Group
October 31, 2005



INTRODUCTION

In 2001, non-union jobs at the Hamilton Public Library were evaluated using the new job evaluation system adopted by the City of Hamilton. Based on the results of this review, the jobs were assigned to the corresponding grade level and salary range that was implemented by the City.

Since that time, the Library has undergone further change and restructuring. As a result, it was timely to implement a maintenance review of all non-union job requirements to ensure that the evaluations continued to reflect current demands.

Original Job Information Questionnaires were made available to staff to review and amend as necessary to bring these up to date. In addition, a number of information sessions were held to provide background information to staff about the job evaluation process, the job evaluation plan and how to complete the questionnaire package. Following this, employees were asked to submit an up to date questionnaire package to their supervisor for review and sign-off. Signed off questionnaires were subsequently provided by Human Resources to The Avalon Group for detailed evaluation.

Individual job evaluation results/grade level were made available to employees, who were also provided an opportunity to meet with the consultant to discuss the results, obtain additional information/clarification, and so on. A number of employees availed themselves of this opportunity; their evaluation ratings were reviewed by the consultant based on the discussion and adjusted as required.

The maintenance process is now completed. In the report that follows, information is provided related to:

- | | |
|---|---------|
| A. The Job Evaluation Plan and Factor Weights - | page 2 |
| B. Results of the Maintenance Review - | page 7 |
| C. Pay Equity Compliance | page 9 |
| D. Ongoing Job Evaluation Maintenance | page 10 |

Appendix: Factor Ratings

PART A: THE JOB EVALUATION PLAN & FACTOR WEIGHTS

JOB EVALUATION FACTORS:

The City of Hamilton Non-Union Job Evaluation Plan was used to assess the requirements of the non-union group for the Hamilton Public Library. The plan measures Skill, Effort, Responsibility and Working Conditions, using the following measures:

Core Service Delivery & Independence to Act

- Considers the overall role of the job for supporting, providing or coordinating services provided to the organization's internal and external customers. "Customers" are widely defined to encompass anyone who is the recipient or beneficiary of the organization's services, including internal staff as well as external individuals/groups/community at large.
- Also considers the degree of independence or discretionary authority vested in the job to take action or make decisions

Fulfilling Regulatory Commitments

- Considers responsibility for meeting the obligations set out in policies, acts, regulations, codes and standards, collective agreements, by-laws and statutes. Areas to consider include health, safety, environmental protection, financial reporting, employment standards and codes, municipal statutes, building and fire codes, financial reporting, and so on.

Initiating & Managing Change

- Focuses on the identification of opportunities for change in almost any aspect of the way in which the organization carries out its business. Consider contribution to new or revised procedures, programs, services, processes, policies, operations.
- Also considers the level of involvement in making the change a reality, ranging from providing support to managing aspects of the transition process.

Functional Leadership

- Focuses on responsibility for providing guidance, advice and consultation within/outside the immediate work area (to peers, subordinates, staff in other units, external contractors or service providers) to assist them in achieving their work objectives, or to support the decision-making process within the organization.
- Also considers whether this kind of leadership is contained (within the work unit) vs. widespread (extending across the organization and/or externally).

Managing People

- Focuses on the level of responsibility for recommending, approving or authorizing actions which directly impact upon the management of the organization's human resources. Includes traditional, volunteer and project-based forms of people management. Considers supervision of staff within the unit/team, as well as volunteers or external contractors/service providers associated with the unit/team.
- Also considers the diversity of work carried out by direct/indirect reports, the relative size of the work unit, and/or the composition of the work unit.

Managing Physical & Information Assets

- Responsibility for contributing to the safeguarding, safe operation or general management of physical resources of the organization. Material resources include supplies (e.g. office, cleaning), tools, machinery, equipment, computer hardware, vehicles, facilities and building systems (e.g. HVAC), property, any other physical asset of the organization.
- Also measures responsibility for the safekeeping of information and/or information systems. Information resources include manual and automated information/data/files contained in libraries, computer systems, manual records and other storage systems.

Impact on Stakeholders

- Focuses on the probable effects of actions taken or decisions made on internal or external customers, special interest groups, the community as a whole. Considers the immediate or direct impact which comes about as a result of the employee's action or influence, not eventual outcomes which may come about as the result of the action or involvement of others.

Impact on Financial Effectiveness

- Considers the level of authority vested in the job to initiate action or make decisions which have financial implications for organization. These may involve expenditures or cost savings, management/control of financial resources, securing new or expanded sources of funding or programs for cost recovery.

Core Knowledge & Maintaining Proficiency

- All jobs require knowledge of practices, technology or principles within a specific occupation, field of work, technical or professional discipline. This factor considers knowledge that is normally acquired through a combination of education, training, previous and/or on the job experience within a field of work, and is typically transferable from organization to organization. It focuses on the knowledge which is necessary for fully competent performance. This may be different than the minimum qualifications needed for entry into the job.

- Also considers what is typically required of an employee to remain current within the field or discipline and/or whether there is a mandatory requirement to acquire/maintain a specific credential in order to qualify for the job.

Supplementary Knowledge

- Other areas of knowledge that are required for full proficiency in the job, related to the internal and external work environment. Supplementary knowledge can encompass:
 - ❖ Internal administrative, operating or reporting processes/procedures
 - ❖ HPL/City programs and services
 - ❖ Community demographics, conditions, resources
 - ❖ Internal or external customer needs and requirements
 - ❖ Other levels of government (local, regional, provincial), other organizations or business sectors
 - ❖ Social, political and economic trends and developments.

Planning Skills

- Focuses on planning skills required to independently determine how work will be scheduled or otherwise organized to meet defined objectives. Considers the extent to which job responsibilities require the ability to plan for the effective use of time and resources within an increasingly broader framework.

Verbal & Written Communication Skills

- Focuses on job requirements to present increasingly detailed information in increasingly creative ways, verbally and in writing. Considers the complexity of the subject matter. Also considers the requirement to build effective two way communications with others, including paraphrasing what others have said and responding to ad hoc requests for information.

Interpersonal Skills & Challenges

- Focuses on increasing skills required to work with people, to facilitate, counsel or otherwise influence their actions or decisions. Considers situations where these skills are used with internal and/or external contacts, excluding those in a supervisor/subordinate relationship.
- Also assesses the extent to which the application of interpersonal skills is made more difficult as a result of other characteristics of the interaction, e.g. distrust, resistance or disagreement.

Analytical/Diagnostic Skills

- All jobs require certain skill in understanding the nature of work assignments or problems. This involves trying to identify the relevant components, details or issues before taking further action. Consider activities involving mental actions such as evaluating, assessing, identifying, diagnosing, troubleshooting, interpreting, extrapolating. This measure focuses on the skills required to “make sense” of issues, assignments or problems. Considers issues which are typical of ones arising in the job and that the employee is expected to handle with reasonable independence. Also considers the extent to which information/data needed to support the analysis is available or needs to be obtained.

Solution Oriented/Strategic Thinking

- This measure focuses on the critical thinking necessary to respond to issues, resolve problems, complete work assignments, identify innovative approaches to business needs. Considers the extent to which work requires the selection, modification or development of solutions in order to respond to assignments/issues that are typical of those encountered in the job.
- Also considers the extent to which the identification of appropriate solutions to work problems or assignments can be complicated by uncertainty or risk associated with the effect or outcome of a response.

Physical & Sensory Demands

- Physical effort can be broken down into: Motor skills required to operate equipment or perform tasks requiring control, speed and/or precision in hand/body movements; activities requiring strength, stamina or exertion.
- Sensory effort measures the degree to which work activities require increasing focused attention to details. As details get finer, more numerous and/or the need for precision increases, there is greater demand on one or more of the five senses. Considers activities that occur on a regular or ongoing basis.

Environmental Demands

- Focuses on exposure to physically uncomfortable or unpleasant conditions in the work environment that occur as a direct result of the kind of work being performed and the location(s) in which it is carried out.
- Also considers conditions that are potentially dangerous and require that the employee exercise extra care, follow safety procedures or use protective devices. Assumes that whatever precautions that are available have been taken to create as safe an environment as possible.

FACTOR WEIGHTS

The factor weights attached to each of the factors in the job evaluation plan are the same as those used for the City of Hamilton Non-Union plan, as follows:

Core Service Delivery & Independence to Act:	8%
Fulfilling Regulatory Commitments:	5%
Initiating & Managing Change:	7%
Functional Leadership:	6%
Managing People:	6%
Managing Physical & Information Assets:	6%
Impact on Stakeholders:	5%
Impact on Financial Effectiveness:	5%
Total Responsibility Factors:	48%
Core Knowledge & Maintaining Proficiency:	8%
Supplementary Knowledge:	7%
Planning Skills:	4%
Verbal & Written Communication Skills:	6%
Interpersonal Skills & Challenges:	7%
Analytical/Diagnostic Skills:	6%
Solution Oriented Thinking:	7%
Total Knowledge & Skill Factors:	45%
Physical & Sensory Demands:	4%
Environmental Demands:	3%
Total Additional Demands:	7%

On the basis of the factor weights, each factor is given a total value and points are assigned proportionately to each level within the factor. Using the factor ratings assigned to each job during the evaluation exercises, a total point score can be calculated for each job. The total point score determines which grade level the job falls into, using the point bands developed for the City of Hamilton. These are included in the presentation of results in the next section of the report.

PART B: RESULTS OF THE MAINTENANCE REVIEW

Note: Point bands are based on an “exponential model”, where the increments from grade level to grade level are based on approximately equal percentage increments.

Details of the ratings for each job are provided in the appendix to this report.

Grade 3: 344 to 417 points

HR Assistant
Administrative Assistant

Grade 4: 418 to 514 points

HR Coordinator

Grade 5: 515 to 634 points

No jobs at this level

Grade 6: 635 – 781 points

Collections Manager
Manager Technical Services
Manager Circulation, Bookmobile, VLS
Library Manager (multi-incumbent)
Manager Communications & Community Development

Grade 7: 782 to 962 points

No jobs at this level

Grade 8: 963 to 1180 points

Director Children & Young Adult Services
Director Human Resources
Director Public Service & Community Development
Director Public Service & Collection Development
Director Finance & Facilities

Grade 9: 1181 to 1445 points

Director Information Technology & Bibliographic Services

Based on the evaluation exercise, the following jobs are recommended for an increase in grade level:

- Manager Communications & Community Development (5 to 6)
- Director Children & Young Adult Services (7 to 8)
- Director Human Resources (7 to 8)
- Director Public Service & Community Development (7 to 8)
- Director Public Service & Collection Development (7 to 8)
- Director Information Technology & Bibliographic Services (8 to 9)

The following jobs have not yet been evaluated/re-evaluated; review of their job requirements is pending within 6 to 9 months:

- Administrative Assistant III – slotted to grade 1
- Coordinator Staff Development & Training – slotted to grade 5
- Virtual Branch Manager – slotted to grade 6
- Electronic Services Manager – slotted to grade 6

IMPLEMENTATION

The issue of an appropriate effective date for the revised structure needs to be addressed. Normally, a maintenance review is initiated within 6 months or so after a restructuring exercise has taken place. This allows sufficient time for the changes to become operationalized and for employees to assume new or modified responsibilities.

In the case of Hamilton Public Library, restructuring began in early 2002. A number of senior management staff were hired in the late summer/fall of 2002. By the spring of 2003, job responsibilities had been fully shifted, employees became familiarized with their roles, and gaps in the restructuring process were identified and addressed.

Although the maintenance review process was not formally initiated until early 2005 (when a number of jobs were re-documented using the Job Analysis Questionnaire), the retroactive date of the changes predates this timeframe.

We recommend that consideration be given to an effective date of the revised structure (as noted on page 7) of April 1, 2003 **unless** it can be shown that the changes in job content occurred at a later date and these changes resulted in the upward reclassification of the job.

PART C: PAY EQUITY COMPLIANCE

The Pay Equity Act requires all employers to implement and maintain compensation practices that are free of gender bias, where employees in female dominated jobs are paid the same as employees in male dominated jobs where the work is found to be substantially equal.

Given that libraries were deemed to be female dominated establishments when pay equity legislation was introduced, it became necessary to seek male comparators from the broader municipality in which the libraries were located.

In 2001, HPL chose to adopt the job evaluation scheme and compensation structure established for the non-union group for the City of Hamilton. There are sufficient male comparators throughout most of the grade levels within the City structure; at the lower levels where there is an absence of male jobs, the wage rates have been set proportionately to ensure they are compliant with the legislation.

Comparison to the City structure continues in 2005. The maintenance review confirmed that a number of jobs are within the correct grade and that a number of jobs have increased in their requirements, such that a grade level increase is warranted. With the implementation of the recommendations in this report, HPL will continue to be in compliance with pay equity requirements insofar as it is maintaining alignment with the City of Hamilton Non-Union structure.

Suggested Male Comparators:

Grade	Male Comparators
3	No male comparators; proportional value applied
4	Maintenance Supervisor (Macassa), Project Coordinator (Facilities)
5	Senior Financial Analyst (Capital), Supervisor Transit Planning
6	Superintendent Parks, Senior Project Manager Capital Works
7	District Superintendent (Water Distribution)
8	Mgr. Development Engineering
9	Director Water/Wastewater Treatment

We note that Pages and Shelf Readers have not yet been evaluated. While part of the non-union group at the Library, the job evaluation plan used to rate the balance of the non-union group is not appropriate for these jobs. They need to be evaluated using the City of Hamilton CUPE plan, which is in the process of being implemented, in order to find an appropriate male comparator. Once the City has completed its review of all CUPE jobs and negotiated the new wage rates, the Library will be in a position to move forward with the two remaining non-union jobs (with appropriate retroactivity, depending on the outcome). In the meantime, up to date documentation can be completed for the Pages and Shelf Readers using the City's CUPE questionnaire.

PART C: ONGOING JOB EVALUATION MAINTENANCE

Now that all non-union jobs have been updated and re-evaluated based on current job requirements, it is important to ensure that an ongoing maintenance process is put in place. We recommend that a policy be developed and communicated to staff so that everyone is clear on the requirements. The following is offered for consideration:

For New Jobs

- Creation of a new job will require the manager to prepare a job description (or Part A of the Job Analysis Questionnaire), securing necessary sign-off and formal approvals.
- The completed job description will be forwarded to Human Resources for classification. If necessary, Human Resources will interview the originating manager for additional information/clarification.
- The classification should be provided as an **interim grade** only. Once the employee has been in the job for at least 6 months, a full questionnaire package should be completed and submitted for detailed evaluation to confirm the appropriate grade level.

For Revised Jobs

- An employee and/or their manager should request a re-evaluation of an existing job when:
 - ❖ One or more key responsibilities are added to the job, or one or more existing responsibilities are substantially altered,
 - AND**
 - ❖ Changes in job responsibilities require the employee to learn and apply new areas of knowledge or substantially upgrade current knowledge,
 - OR**
 - ❖ Changes in job responsibilities require the employee to acquire new skills or substantially develop existing skills
- The Job Analysis Questionnaire will need to be updated to reflect the changes in responsibilities and requirements. In addition, a cover sheet (see page following) should be submitted along with the revised job documentation

HAMILTON PUBLIC LIBRARY

Request for Re-Evaluation

Briefly comment on the following items, and attach this cover sheet to the amended Job Analysis Questionnaire.

Summarize the major changes in the job:

How do these changes affect the overall role or purpose of the job?

How do these changes affect the complexity of the job?

How do these changes affect the knowledge/skill requirements of the job?

APPENDIX:

FACTOR RATINGS FOR NON-UNION JOBS



DATE: November 16, 2005
REPORT TO: Chair and Members of the Board
C.C.: Ken Roberts, Chief Librarian
FROM: Karen Hartog, Administrative Assistant
SUBJECT: Nominating Committee

A Nominating Committee needs to be established in order to meet and review the completed forms submitted by library board members. The Nominating Committee recommends a slate of officers for 2006 at the inaugural meeting scheduled in January.

The library board bylaws state "**A Nominating Committee** composed of four members, one of whom shall be the Chair of the Board, shall be appointed by the Board annually at its November meeting to present the slate of officers for the ensuing year at the next Inaugural Meeting. In a municipal election year, the outgoing Chair of the Board shall appoint the Nominating Committee from among the members of the new Board immediately following the appointment of the new Board by City Council. In each year, the Nominating Committee shall meet before and report to the next Inaugural Meeting following its appointment"

Please complete the attached form and submit it to me at the November 16th meeting in order that the completed forms can be given to the Chair in preparation for the Nominating Committee meeting. Please submit a form with your name on it even if you do not intend on volunteering for any positions.

November 2005

To assist the Nominating Committee in its appointment process, please indicate whether you are interested in any one or more of the following positions on the Board for 2006. Please return completed forms at the next Board Meeting (December 7, 2005).

NAME OF BOARD MEMBER: _____

POSITION	PLEASE CHECK IF INTERESTED IN THIS POSITION
Chairperson	
Vice-Chairperson	
Executive Committee Member	
Southern Ontario Library Service Board Representative	
Audit Committee	