

## 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

*Empower Communities Celebrate Diversity Strengthen Our Organization*

## HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting**  
**Wednesday, November 17, 2004**  
**Central Library, Board Room**

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

### AGENDA

1. **Discussion Period**
  - 1.1
2. **Acceptance of the Agenda**
3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, October 20, 2004** **Attachment #3**
4. **Presentations**
5. **Consent Items**
  - 5.1 Play Corners **Attachment #5.1**  
**Suggested Action: Receive**
  - 5.2 Furniture and Fixtures – WG **Attachment #5.2**  
**Suggested Action: Recommendation**
  - 5.3 Chief Librarian's Report – KR **Attachment #5.3**  
**Suggested Action: Receive**
  - 5.4 Hiring Policy and Employment of Relatives Policy – LF **Attachment #5.4**  
**Suggested Action: Recommendation**

**6. Business Arising**

6.1 Privacy Policy - KR

Attachment #6.1

**Suggested Action: Receive**

6.2 December 1<sup>st</sup> Strategic Planning Session – KR

Oral

**Suggested Action: Receive**

6.3 Central Review – MS

Attachment #6.3

**Suggested Action: Receive**

6.4 2005 Operating Budget Update – WG

Attachment #6.4

**Suggested Action: Receive**

**7. Correspondence**

**8. Reports**

8.1 Human Resources Report – LF

Attachment #8.1

**Suggested Action: Receive**

**9. New Business**

9.1 Nominating Committee – KR

Attachment #9.1

**Suggested Action: Receive**

9.2 Workplace Harassment Policy – LF

Attachment #9.2

**Suggested Action: Recommendation**

9.3 Workplace Violence Prevention Policy – LF

Attachment #9.3

**Suggested Action: Recommendation**

**10. Private and Confidential**

**11. Date of Next Meeting**

Wednesday, December 15, 2004

**Central Library, Board Room**

5:30 p.m. Meeting

7:00 p.m. Cocktails

8:00 p.m. Dinner

**12. Adjournment**



**UPCOMING/OUTSTANDING ISSUES**  
**Proposed Revisions**

<b>Issue</b>	<b>Date Action Initiated</b>	<b>Board Member/Staff Who Initiated</b>	<b>Month item will appear on Agenda</b>
Budget Definitions	From Jan. 16/02 agenda		New term
Electronic Services		Kit Darling	
Communications		Maureen Sawa	October 2004
Human Resources		Linda Foley	November 2004
Privacy Policy	Sept. 04	Ken Roberts	November 2004
2005 Strategic Priorities/ Plan Session	Sept. 04	Board	December 2004
2005 Strategic Plan		Ken Roberts	December 2004
Training		Maureen Sawa/ Linda Foley	December 2004
Youth Services		Helen Benoit	January 2005
Facilities Master Plan	Sept. 04	Ken Roberts	May 2005

**HAMILTON PUBLIC LIBRARY BOARD  
Regular Meeting**

**Wednesday, October 20, 2004  
Board Room  
5:30 p.m. Dinner  
6:00 p.m. Meeting**

**MINUTES**

**PRESENT:** Doreen Horbach, George Geczy, Maureen McKeating, Jennifer Gautrey, Santina Moccio, Tamara Fernandes, Mac Carson, Councilor Jackson, Councilor Pearson

**REGRETS:** Maureen McKeating, Joyce Brown

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

**GUESTS:** Daphne Wood

The meeting was called to order at 6:05 p.m.

**1. DISCUSSION PERIOD**

1.1 Mr. Roberts reported that the OLA Super Conference is scheduled to take place from February 3 – 5, 2005. More information will be forthcoming.

1.2 Ms Wood reported that the external signage is slated to be replaced in four weeks at most of the library locations.

**2. ACCEPTANCE OF THE AGENDA**

**MOVED** by Mr. Geczy, seconded by Ms Gautrey,

**THAT THE AGENDA BE APPROVED AS PRESENTED.**

**MOTION CARRIED.**

**3. MINUTES**

3.1 Minutes of the Hamilton Public Library Board Meeting of  
Wednesday, September 15, 2004

Item 8.2 should read "MOTION CARRIED".

**MOVED** by Ms Adams, seconded by Mr. Geczy,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MINUTES OF  
WEDNESDAY, SEPTEMBER 15, 2004 BE ADOPTED AS  
AMENDED.**

**MOTION CARRIED.**

3.2 Minutes of the Special Meeting of the Hamilton Public Library Board  
Meeting of Thursday, September 30, 2004

**MOVED** by Ms Moccio, seconded by Councilor Jackson,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MINUTES OF  
THURSDAY, SEPTEMBER 30, 2004 BE ADOPTED AS  
APPROVED.**

**MOTION CARRIED.**

4. **PRESENTATIONS**

No presentations

5. **CONSENT ITEMS**

**MOVED** by Mr. Geczy, seconded by Ms Adams,

**THAT CONSENT ITEMS 5.1 AND 5.2 BE APPROVED.**

**MOTION CARRIED.**

1. That a sub-committee of the Hamilton Public Library Board be struck to review the Hamilton Public Library Board by-laws and report back to the Library Board on recommendations for change.
2. That the Hamilton Public Library Board authorize the purchase of ten tickets (table) for the Hamilton Gallery of Distinction dinner being held Wednesday, November 10, 2004 at a cost of \$700.00 plus G.S.T.

5.1 The by-laws committee will consist of the following board members:  
Mr. Geczy, Ms Adams, Ms Horbach and Ms McKeating.

5.2 Board members attending the awards dinner include: Mr. Carson,  
Ms Moccio, Ms Horbach and Mr. Geczy.

**6. BUSINESS ARISING**

6.1 Horizon Update

Received for information.

**7. CORRESPONDENCE**

Letter to Jacqueline McCullough from Doreen Horbach, HPL Board

Received for information.

Letter to Jack Blount, President, Dynix Corporation, from Doreen Horbach,  
Chairman, HPL Board

Received for information.

**8. REPORTS**

8.1 Communications Plan

Received for information.

A discussion regarding HPL's partnership with the IEC was discussed.  
Mr. Roberts will investigate.

8.2 Chief Librarian's Report

Received for information.

**9. NEW BUSINESS**

9.1 Federation of Public Libraries

**MOVED** by Mr. Geczy, seconded by Ms Gautrey,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD BECOME A FOUNDING MEMBER OF THE FEDERATION OF PUBLIC LIBRARIES AT A COST OF \$7,500 A YEAR FOR A PERIOD OF TWO YEARS, AND**

**THAT THE HAMILTON PUBLIC LIBRARY BOARD REVIEW ITS MEMBERSHIP AFTER TWO YEARS, AND**

**THAT THE HAMILTON PUBLIC LIBRARY NAME THE BOARD CHAIR AND THE CHIEF LIBRARIAN AS VOTING DELEGATES FOR THE FOUNDING MEETING SLATED FOR THE 2005 ONTARIO LIBRARY ASSOCIATION SUPERCONFERENCE.**

**MOTION CARRIED.**

9.2 Draft 2005 Operating Budget

**MOVED** by Ms Gautrey, seconded by Mr. Geczy,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD SUBMIT A DRAFT 2005 OPERATING BUDGET TO THE CITY OF HAMILTON THAT SHOWS A 3.4% INCREASE OF THE 2004 HAMILTON PUBLIC LIBRARY OPERATING BUDGET. THE SUBMITTED BUDGET SHALL BE ADJUSTED TO INCLUDE CHARGES THAT MAY ARISE FROM INCREASED FACILITY COSTS.**

**MOTION CARRIED.**

9.3 Book Sale

Received for information.

9.4 Strategic Plan

Received for information.

**10. PRIVATE AND CONFIDENTIAL**

Nothing to report.

**11. DATE OF NEXT MEETING**

Wednesday, November 17, 2004

**11. DATE OF NEXT MEETING**

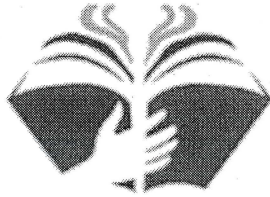
Wednesday, November 17, 2004  
**Central Library, Board Room**  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**12. ADJOURNMENT**

The meeting was adjourned at 7:05 p.m.

Minutes recorded by Karen Hartog.





# Hamilton Public Library

*Growing minds.  
Growing community.*

**DATE:** November 2, 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Helen Benoit, Director Children and Young Adult Services

**SUBJECT:** Play Corners Launch

---

**RECOMMENDATION:** Receive for information.

**BACKGROUND:**

National Child Day is November 20. This is a day that people across Canada take time to celebrate our children. It is also the day we have designated for the launch of Hamilton Public Library's **Play Corners: Learning Together @ your library™**. The children's area at six of our library branches (Ancaster, Central, Dundas, Sherwood, Terryberry and Westdale) have been reworked and redesigned. The **Play Corners** were created to provide bright, stimulating and interactive environments where parents and their preschool children can learn and play together. Each Play Corner is unique. Parents and children will find puppets, magnetic letters and shapes, pegboards, sand tables, bead games, and many other toys purchased to encourage exploration, learning and discovery through play.

The official launch is scheduled for November 20 at 10:30 at the Dundas Branch. Entertainment will be provided by musician Aidan Purnell. There will also be refreshments and a special draw.

Other programs are planned throughout the day at various library locations and include a baby time, drop-in storytimes and puppet shows.

## Play By Numbers

### Birth to Six Months

Toys that are textured or are brightly coloured are appealing to infants. Try squeeze toys, soft blocks, rattles, unbreakable mirrors and books with human faces

### Six Months to 1 Year

When babies can sit up and crawl, they play with toys in new and exciting ways. Push toys, abacus beads, puzzles with knobs and shakers are good for this group.

### 1 Year Olds

One-year-olds like pushing, pulling, emptying, filling and knocking things down. Nesting and stacking toys, activity boxes, ride-on toys and interactive books with textures and lift-up flaps are interesting for one-year-olds.

### 2 Year Olds

Toddlers enjoy jumping, climbing, rolling and tumbling. They like sorting and matching toys, magnetic boards, bells, shakers, and simple picture books.

### 3-5 Year Olds

Preschoolers play actively with each other and they enjoy creating things with their hands. Lacing toys, magnetic letters, plastic animals, train tables and child-sized household utensils appeal to them.

## Take Our Toys Home

Several libraries have toys you can borrow.

- all you need is a library card
- choose from a variety of toys and puppets for young children
- toys may be borrowed for up to three weeks

### Play It Safe

Avoid toys with long strings or cords. For young children, avoid toys that are small enough to fit inside a toilet paper tube. Marbles, coins, small balls and balloons pose a choking hazard to children as well.

**Visit Play Corners @ your library today**

#### Play Corner Locations:

#### Ancaster Branch

905-648-6911  
300 Wilson St. E

#### Sherwood Branch

905-546-3249  
467 Upper Ottawa S

#### Central Library

905-546-3416  
55 York Blvd

#### Terryberry Branch

905-546-3921  
100 Mohawk Rd W

#### Dundas Branch

905-627-3507  
18 Ogilvie S

#### Westdale Branch

905-546-3456  
955 King St E



A vertical advertisement for "Play Corners @ your library". At the top, there are four stylized sun icons. Below them, the words "PLAY CORNERS" are written in large, bold, white letters on a dark background. Underneath, the text "Learning Together @ your library™" is written in a smaller, white font. In the center, there is a black and white photograph of a smiling baby wearing a white knit hat. At the bottom, the Hamilton Public Library logo is displayed, featuring the stylized figures holding hands and the text "Hamilton Public Library" to its right.



### **What Are Play Corners?**

Play corners are bright, stimulating and interactive environments where parents and their preschool children can learn and play together. Each play corner is unique. Families will find puppets, magnetic letters, peg boards, magnetic sand tables, bead games, and many other exciting toys intended to encourage exploration, learning and discovery through play.

### **Play is Important**

A child's first years of life are the most important for brain development. This intense period of brain growth happens only once in a lifetime. Children use their sense of touch, sight and sound when they play and this helps to build the connections in children's brains.

### **It's Child's Play!**

Play is among the most effective and rewarding ways to enhance a young child's development. Toys, games and books are among the first learning tools. A good toy supports your child's development in at least one of the following areas:

#### **Fine and gross motor skills development**

***Toys to develop fine and gross motor skills:***

- train tables
- bead and lacing toys
- push and pull toys
- magnetic sand tables

#### **Cognitive development**

***Toys that develop thinking and reasoning skills:***

- puzzles
- blocks
- pegboards
- magnetic toys



#### **Early literacy development**

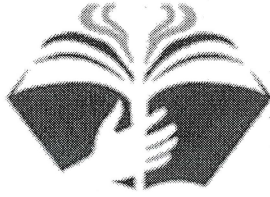
***Develop vocabulary, print awareness, letter knowledge and narrative skills with:***

- books
- magnetic letters
- alphabet blocks
- dry erase boards
- chalk boards

#### **Social and emotional development**

***Toys that help children grow socially and emotionally:***

- travel walls
- puppets and puppet stages
- props for dramatic play
- train tables
- unbreakable mirrors
- kitchen play sets



# Hamilton Public Library

*Growing minds.  
Growing community.*

**DATE:** November 11<sup>th</sup> 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** William Guise, Director, Finance and Facilities

**SUBJECT:** Furniture and Fixtures

---

## **RECOMMENDATION:**

That purchase orders in the amount of \$19,434.40 plus PST of \$1,360.20 and GST of \$1,554.51 totalling \$22,346.11 for furniture for the various branch libraries be issued to the vendors shown as "Recommended" on the attached Bid Analysis.

## **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

There are sufficient funds from the approved operating budget cover the cost of the furniture.

## **BACKGROUND:**

A request for quotes was issued on October 07, 2004 for the supply, delivery and installation of furniture for various branch libraries. Three vendors submitted responses by the time the request for quotes closed on October 21, 2004.

All bids meet the requirements of the request for quotes. The request for quotes used specific manufacturers products in setting the specifications however allowed vendors to submit alternative products that met or exceeded the specifications.

In evaluating the submissions, if the lowest bid on an item was on the product specified in the request, that bid was recommended to be accepted.

If the lowest bid on an item was on an alternative product, that product was evaluated as to whether or not it met our requirements and also fit in with the other items being ordered.

At this time not all items that were included in the request for quote or in the responses from bidders are being recommended for purchase.

**BID ANALYSIS**  
**HAMILTON PUBLIC LIBRARY**  
 SUPPLY, DELIVERY AND INSTALLATION OF FURNITURE  
 Bid Reference – Furniture 2004-10-07

No.	Item Description	Quantity	Lordly Jones			Mayhew			Carr McLean		Recommended		
			Unit Price	Total Price	Alternate	Unit Price	Total Price	Alternate	Unit Price	Total Price	Vendor	Unit Price	Total Price
A	B	C	D	E	F	G	H	I	J	K	Q	R	S
	<b>LIBRARY FURNITURE</b>												
<b>1</b>	<b>Various</b>												
1.0	Steelcase Player open arm, sled based, carpet glides, stackable Upholstered back and seat Frame: Black; Fabric: grade 2				ALLSEATING			Steelcase					
	Location: Locke Branch	6	170.00	1,020.00	#3316	236.45	1,418.70	475482M			Lordly Jones	170.00	1,020.00
	Ancaster	2	170.00	340.00		237.45	474.90				Lordly Jones	170.00	340.00
2.0	Steelcase Player armless, sled based, carpet glides, stackable Upholstered back and seat Frame: Black; Fabric: grade 2												
	Location: Ancaster	22	116.00	2,552.00	ALLSEATING	221.25	4,867.50	Steelcase			Lordly Jones	116.00	2,552.00
	Binbrook	16	116.00	1,856.00	#3117	221.25	3,540.00	475480M			Lordly Jones	116.00	1,856.00
	Carlisle	15	116.00	1,740.00		221.25	3,318.75				Lordly Jones	116.00	1,740.00
	Dundas	6	116.00	696.00		221.25	1,327.50				Lordly Jones	116.00	696.00
	Kenilworth	16	116.00	1,856.00		221.25	3,540.00				Lordly Jones	116.00	1,856.00
	Locke	6	116.00	696.00		221.25	1,327.50				Lordly Jones	116.00	696.00
	Picton	8	116.00	928.00		221.25	1,770.00				Lordly Jones	116.00	928.00
	Red Hill	2	116.00	232.00		221.25	442.50				Lordly Jones	116.00	232.00
	Valley Park	16	116.00	1,856.00		221.25	3,540.00				Lordly Jones	116.00	1,856.00
	Waterdown	4	116.00	464.00		221.25	885.00				Lordly Jones	116.00	464.00
3.1	Perry polypropylene Stack chair: Black frame Armless, nonganging, steel glides												
	Location: Ancaster	30	92.00	2,760.00		105.00	3,150.00		109.00	3,270.00	Lordly Jones	92.00	2,760.00
3.2	Perry transportation dollies for chairs listed in 3.1												
	Location: Ancaster	2	193.00	386.00		215.00	430.00		259.00	518.00	Lordly Jones	193.00	386.00
4.0	Lacasse O2-SQ42 table tops with Sets O2S-TL4 legs with glides to form tables 24" x 42" with 2 rounded sides (42") and 2 straight sides (24") Top: Hard Rock Maple; Legs: Silver												
	Location: Ancaster	4	216.00	864.00		188.60	754.40						
	Binbrook	1	216.00	216.00		188.60	188.60						
	Carlisle	2	216.00	432.00		188.60	377.20						

**BID ANALYSIS**  
**HAMILTON PUBLIC LIBRARY**  
 SUPPLY, DELIVERY AND INSTALLATION OF FURNITURE  
 Bid Reference – Furniture 2004-10-07

No.	Item Description	Quantity	Lordly Jones			Mayhew			Carr McLean		Recommended		
			Unit Price	Total Price	Alternate	Unit Price	Total Price	Alternate	Unit Price	Total Price	Vendor	Unit Price	Total Price
A	B	C	D	E	F	G	H	I	J	K	Q	R	S
	Freelton	1	216.00	216.00		188.60	188.60						
	Kenilworth	1	216.00	216.00		188.60	188.60						
	Millgrove	1	216.00	216.00		188.60	188.60						
	Waterdown	1	216.00	216.00		188.60	188.60				Mayhew	188.60	754.40
5.0	Group Four 60" x 30" table top with PVC edge and 2- 6500 Tubular T bases Top: to be determined Legs: Epoxy G4-01 Gloss Black Location: Ancaster	1	311.00	311.00	SPEC	435.75	435.75						
6.1	Ergonomic Computer/Desk chairs Back height between 18" – 24"; tilt mechanism, upholstered back and seat Multiple users for up to 1 hours daily; no arms; pneumatic height adjustment Grade 2 fabric – carpet casters Location: Terryberry Dundas Ancaster Binbrook Westdale	2 2 3 1 1	129.00 129.00 129.00 129.00 129.00	258.00 258.00 387.00 129.00 129.00	GLOBAL #3255	234.13 234.13 234.13 234.13 234.13	468.26 468.26 702.39 234.13 234.13	Turnstone A la carte TS30103			Lordly Jones Lordly Jones Lordly Jones Lordly Jones Lordly Jones	129.00 129.00 129.00 129.00 129.00	258.00 258.00 387.00 129.00 129.00
6.2	Ergonomic Computer/Desk chairs Back height between 18" – 24"; tilt mechanism, upholstered back and seat Multiple users for up to 12 hours daily; no arms; pneumatic height adjustment Grade 2 fabric – hard floor casters Location: Terryberry	1	134.00	134.00	GLOBAL #3255-C65R	234.13	234.13	Turnstone A la carte TS30103			Lordly Jones	134.00	134.00
				21,364.00			34,884.00			3,788.00			19,431.40
			GST	1,495.48			2,441.88			265.16			1,360.20
			PST	1,709.12			2,790.72			303.04			1,554.51
				24,568.60			40,116.60			4,356.20			22,346.11



## **Chief Librarian's Report November, 2004**

### **Horizon Server**

The new Horizon server was installed on schedule. It was purchased under the anticipated cost since we were able to use some of our existing software licenses. There was an immediate impact. The system is functioning well within the expected performance parameters. This is, of course, an enormous relief to all. I should stress that this does not necessarily mean that the former server was the cause of the problems. There is some indication that loading the software on a fresh server and carefully ensuring that the data was clean when it was moved to the new server may have played a role. It is interesting that we now know of another library system that is having similar problems after their migration from the Dynix to the Horizon software. This library system is also using an existing server that meets all specifications. Their server is about one year old and was configured, when purchased, to handle Horizon.

### **Sherwood and Locke Branches**

Mould has been discovered in the basement area of the Sherwood Branch. Linda Foley and I spoke directly with the engineer who investigated the potential for mould. He has ensured us that no health danger exists for our staff and that removal will not present any health concerns for staff. We do not yet have any recommendations as to how the issue should be addressed nor do we have anticipated costs.

There has been a complaint about smells in the Locke Branch that seems to arise from moisture in the basement. This is being investigated in an appropriate fashion.

### **New Waterdown Library**

There was a recent article in the *Flamborough Review* about the possibility of a new library branch being built in Waterdown in conjunction with a proposed twin pad arena. Some preliminary talks about the possibility of such a branch have taken place and I have had a meeting with Margaret McCarthy to let her know about the potential issues.

### **Fall Ontario Library Association Leadership Forum**

The Fall OLA Leadership forum is designed around a theme set by the OLA President and is hosted by the OLA President. As President, I set a theme of partnerships. The two day forum was held in Toronto on November 8-9<sup>th</sup>. Several Hamilton Public Library managers attended.



# Hamilton Public Library

**DATE:** November 4, 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Linda Foley, Director, Human Resources

**SUBJECT:** *Recommendation to adopt new Hiring Policy & Employment of Relatives Policy*

---

**RECOMMENDATION:**

**That the attached Library Board Hiring Policy and a new Employment of Relatives policy be adopted effective December 1, 2004.**

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The implementation of the Library board Hiring policy complies with the Library Board's obligations under the Municipal Act, 2001. Section 270 of the Act states that before January 1, 2005, library boards are required to adopt policies with respect to the hiring of employees, including policies with respect to,

- (a) the hiring of relatives of a member of council or local board, as the case may be;
- (b) the hiring of relatives of existing employees of the municipality or local board, as the case may be; and
- (c) any other prescribed matter. 2001, c. 25, s. 270 (1).

Additionally, the requirement for criminal reference check for those positions where it is a requirement to work with children or vulnerable adults will incur costs to the organization. The exact figures are not currently known, however, an estimate of \$20,000 is being projected for budget purposes.

**BACKGROUND:**

The purpose of this policy is to set out the organization's policy on hiring practice, to increase the transparency of our hiring practice, and to give direction regarding the issue of nepotism in the workplace. Additional procedures surrounding recruitment, selection, and background references are under development, or in the case of our casual staff, have recently been released. Library Human Resources has updated the application form to ensure compliance with employment legislation.

# Hiring Policy

Policy Level: Library Board  
Author: L. Foley  
Revision Date: New  
First Approved:

## Policy Statement

The Hamilton Public Library recognizes that as a publicly funded service organization, its effectiveness is determined largely by the quality of the people that comprise its workforce. To this end, an impartial and objective recruitment and selection process best ensures the employment of the best-qualified and experienced personnel available. The Hamilton Public Library Board is committed to hiring the most qualified candidates to become employed within the Library system.

It is the policy of the Library to hire employees on the basis of merit and the following criteria will govern during the selection process: seniority, knowledge, education, experience, qualifications, ability and skill to fill the vacancy immediately shall be selected. A relative of an existing employee, who is identified as being the best candidate, may be hired if there is no direct on-the-job supervisory link between the parties.

The Hamilton Public Library will not tolerate acts of favouritism or discrimination in the selection process and elected officials, appointed officers or employees shall not attempt to influence the hiring of any applicant.

All selected candidates for positions that require employees to work closely with and without supervision of children and vulnerable adults will require a police clearance as a bona fide occupational requirement.

It is also the policy of the Hamilton Public Library to provide equality of opportunity for employment without discrimination, consistent with the Ontario Human Rights Code.

To facilitate effective recruitment and selection, all permanent hirings and hiring processes are to be coordinated through the Human Resources Department. Further, for permanent positions, the Human Resources Department is responsible for assembling the best qualified and experienced candidates available and for providing professional assistance and counsel to the hiring Department or selection panel, which unless otherwise specified and subject to the approval of the Chief Librarian, is solely responsible for the final hiring decision.

This policy comes into force December 1, 2004 and will not be retroactive. The Hamilton Public Library Board will review this policy annually, which is subject to change



# Employment of Relatives Policy

Policy Level: Library Board

Author: L. Foley

Revision Date: New

First Approved:

## Policy Statement

The Hamilton Public Library wishes to prevent a conflict of interest or the appearance of a conflict of interest through the hiring or employment of relatives and to legitimately prevent the misuse of authority and influence or the appearance of such misuse.

The Library does not discourage, nor prohibit the employment of more than one member of a family in accordance with the Ontario Human Rights Code. However, due to the potential for conflicts of interest, the employment of more than one member of a family will not be allowed where the potential employee would be subject, either directly or indirectly, to the supervisory control of a relative.

The hiring or appointment of an immediate relative of a current employee to the same department is discouraged and requires prior declaration to the appropriate authority (usually the Department/ Branch Manager and Director, Human Resources). In cases of promotion or transfers from within the Hamilton Public Library, or in situations where related employees may, for any reason come into supervisory relationship the Library may consider alternatives to avoid that relationship. Library employees may not hold a position on the Library Board, nor may potential Library Board members be appointed to the Board where familial relationships exist with employee(s) of the Library.

The Library will not discriminate in its hiring practices on the basis that a person is a relative to a current employee, in accordance with the Ontario Human Rights Code.

## GUIDELINES

1. To facilitate effective recruitment and selection, all hiring of family members and hiring processes are to be coordinated through the Human Resources Department. Further, for permanent positions, the Human Resources Department is responsible for assembling the best qualified and experienced candidates available and for providing professional assistance and counsel to the hiring Department, which unless otherwise specified and subject to the approval of the Chief Librarian, is solely responsible for the final hiring decision.
2. Related employees cannot work in positions in which one directly or indirectly supervises and/or is able to influence the working relationship of the other or would otherwise create a perceived conflict of interest. Examples of influence include, but are not limited to the following:
  - a) Participating in an employment panel review.
  - b) Participating in the areas of:
    - Compensation and Benefits
    - Hiring
    - Promotions

- Participation in a grievance or complaint process
- Discipline and terminations
- Approving expenses or overtime
- Having access to confidential information, which may be of interest to the related employee.

A direct reporting relationship is when an employee reports directly to a family member. An indirect reporting relationship is when an employee indirectly reports to a family member or where the family member has the ability, as a result of their duties and responsibilities in the service unit to influence the employee's working conditions and/or exert influence.

2. Family members or related employees for the purpose of this policy are defined as:
  - Spouse / Same-Sex Spouse / Common Law Spouse
  - Children/Step Children
  - Brothers/Step Brothers
  - Parents/Step Parent/ Guardian
  - Aunt or Uncle
  - Grandparent/Step Grandparent
  - Father-in-Law / Mother-in-Law
  - Sister/Step Sisters
  - Grandchildren/Step Grandchildren
  - Son-in-Law
  - Daughter-in-Law
  - Brother-in-Law
  - Sister-in-Law
3. Potential conflicts of interest are to be reported to the Director, Human Resources for determination, prior to a hiring decision being made. Should a resolution not be agreed upon, the Chief Librarian is notified, whose decision will be final and binding.
4. Conformity with this policy requires that family relationships as defined in 2 be stated on the employment application and subsequent family relationships are to be reported to the Director, Human Resources.
5. Where relatives of staff are being interviewed, a member of the Human Resources department will participate in the selection process.
6. Where a change in an employee's employment or marital status results in a conflict with this policy, Human Resources, the direct Manager of the Employee, and if applicable, the Union President, shall, in consultation with the employee involved, explore options necessary to eliminate the conflict.

This policy comes into force December 1, 2004 and will not be retroactive. Any conflicts, which existed prior to Library Board approval of this policy, are exempt where no real or perceived problems have been experienced in the working relationship. The Hamilton Public Library Board will review this policy annually, which is subject to change.

**PROCEEDURES**

Current employees will be asked to declare their familial relationships no later than 6 months after the approval of this policy. These relationships will be discussed with the appropriate Director and/or Branch Head.





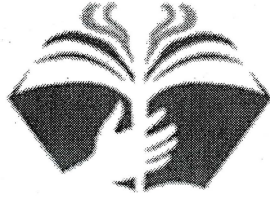
# Hamilton Public Library

**DATE:** November 11, 2004  
**REPORT TO:** Doreen Horbach, Chair  
**C.C.** Library Board Members  
**FROM:** Ken Roberts, Chief Librarian

**SUBJECT:** **Privacy Policy**

---

This item will be tabled until the December 15, 2004 Board Meeting.



# Hamilton Public Library

*Growing minds.  
Growing community.*

**DATE:** November 11, 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Maureen Sawa, Director of Public Service and Community Development

**SUBJECT:** Central Library Services Review, Phase One Completion

---

I am pleased to report that we have completed all short-term objectives as outlined in the **Central Library Services Review Report** approved by the Library Board at its December 2003 meeting. I look forward to the November Board Meeting and describing in detail the achievement of each of the following goals for 2004 which have been accomplished:

- Resolve critical issues of security and cleanliness
- Achieve convergence of collections and staff
- Implement service and collection changes
- Expand opportunities for staff
- Site visits to other inner city libraries

Throughout the year, we have worked to expand our partnerships and continued to consult with key stakeholders in the downtown core. The City of Hamilton Planning and Development Department has struck a 'Library Improvement Sub-Committee' to provide us with ongoing support and information.

In addition, to our community partnerships and consultations, surveys and focus groups further endorsed our mandate of fuelling downtown renewal through our vision of **'Information Central "Your Marketplace of Ideas"'**

As a result of the successful reorganization of services and functions at the Central Library, we have met the key recommendations of the Central Library Services Review, Phases 2-4. Increased functionality of the building has resulted in increased traffic, as anticipated. We continue to work with staff as they experience the 'cultural shift' that has resulted from our shift in collections.

We are now poised to move forward to the next stage of the Central Library renewal project and prepare a 'Request for Proposal' so that the redesign of the main floor, mezzanine and entrance/exit areas can begin. The RFP will also provide direction for the evolution of Central's second, third and fourth floors with design requirements for the continuous development of our services and resources.

However, before we prepare the RFP for the 1<sup>st</sup> floor and its various entry points, final modifications of the 5<sup>th</sup> floor must be completed.

We are currently working with City Facilities to develop floor plans for the 5<sup>th</sup> floor to reconfigure the space to accommodate the move of community services and resources from the 1<sup>st</sup> floor to this level. Both of our 1<sup>st</sup> floor 'tenants', the Community Information Services and Hamilton-Wentworth CommunityNet, are looking forward to their new home. The relocation of the Sciascia Room from 5<sup>th</sup> Floor to the 2<sup>nd</sup> floor is already in progress. And everyone is delighted by the completion of the re-carpeting of the Library, which makes everything look so much better.

The new 5<sup>th</sup> Floor will provide much needed space for a new Community/Board Room and provide additional public meeting venues. The 5<sup>th</sup> floor will also continue to act as a 'staging area' for collection review and training.

The 5<sup>th</sup> Floor plans will be underway early in the new year. A review of the library functions and services currently located on the 1<sup>st</sup> floor and their relationships will also begin in January so that our goal of redefining the Central Library as a bold, inspiring and user-friendly building will soon be achieved.



***Information Central: Your Marketplace of Ideas***  
**Central Library Review 2003**

---

Phase 1 Report: The Conceptual Model  
November 19, 2003

# Central Library Review

Central Library	Page 2
The Vision	Page 4
The Plan	Page 5
Information Central “Your Marketplace of Ideas”	Page 7
Implications of the proposed Model	Page12
Where do we go next? The Process	Page 13
Appendix A: Central Library Review Milestones	page 14
Appendix B: The contributors	Page 15



## Central Library Review, 2003: Uniting People and Ideas

As a network that embraces the entire city, the Hamilton Public Library system connects the past with the future, offers opportunities for lifelong learning, and provides convenient gathering places where the community's knowledge is shared.

### The Central Library

The Central Library in downtown Hamilton serves as a popular destination point for school children, customers of Jackson Square and the adjoining Farmers' Market, downtown workers, homeless citizens, seniors, and a vibrant multicultural community that surrounds the old city core. Diverse customer groups require library services that are flexible and in-step with changing demographics – a challenging feat in the current environment.

The days when one of the Central Library's roles was to support the branch collections by storing and shipping items and where people traveled to Central to obtain materials or use its services is past. The Central Library needs to be a vibrant community centre in its own right serving its immediate communities while attracting those who need its specialized services. Since the Hamilton Public Library has adopted a decentralized approach to information by putting electronic resources at all locations and the unified catalogue, the current Central Library services have been affected. The public has voted with their feet and many prefer to the convenience of their local branch library.

*Central is redefined. It is no longer the 'hub & spoke' of the system, it is central to the downtown core.*

The Central Library neighbourhood has changed dramatically since 1980. Many local businesses have closed, social service agencies struggle to serve growing lists of impoverished clients, and the City of Hamilton must find creative solutions to maintain services despite shrinking tax revenues. Despite this, there are large, vibrant neighbourhoods near the Central Library. The need for a strong Central Library in the downtown core has never been greater. Free electronic resources, reference information, learning and leisure materials are essential to the foundation of a literate, prosperous society. With the rising budgetary pressure to do more with less, the community's need for high-quality library service rises accordingly.

At the Central Library, expert staff assists customers as they explore the depth and breadth of resources in the arts, sciences, literature, history, business and government information. The Central Library serves 1.3 million customers a year and offers high speed Internet access, specialized programs for children, youth and seniors, literacy training for new immigrants, art exhibits, noon hour concerts, reference services as well as thousands of books, videos and CDs to borrow free of charge.

The present building, which dates from 1980, no longer effectively meets the demands of its diverse user groups. Based on a thorough analysis and public consultation, this plan recommends a dramatic reconfiguration of the existing Central Library at its present location on 55 York Boulevard.

The 23-year-old Central Library suffers from dated spaces for the delivery of modern Library services. The cleaning and security systems are inadequate. The Library floor plan and dated subject-divided collections precludes efficient arrangement of collections



and services. Since the building layout is not intuitive, signage doesn't work well and it is difficult to navigate.

Customers lack clear orientation to the services of the library and its arrangement of holdings. Most tables and carrels sit in exposed settings where patrons are distracted by noise and movement. Staff work areas are unnecessarily spread about for the functions and volume of work to be performed. There is no free public parking available on site, and nearby public garages, which provide expensive short-term parking, often fill up during weekdays. Entrance and exit points via York Boulevard or Jackson Square are awkward and uninviting.

A Central Library Review was initially completed in 1996. Although many of the recommendations called for at the time were accomplished, the changing demographics of the downtown community and the 'new' City of Hamilton call for new approaches to library service and new partnerships with our stakeholders. In addition, in 1996 electronic resources were only beginning to be introduced and their impact and the public's subsequent move to branch library use had not yet been identified nor its impact felt.

The Library has been engaged in a major consultation effort during the past 10 months. Location, size, convenience, access, comfort, security, collections, technology, programs, facilities to accommodate both current uses and future growth - are all issues that have been discussed extensively.

The result of more than 40 meetings and presentations, community focus groups and extensive research has been the development of a conceptual model that reflects not only the best professional judgment of staff, but provides for the library services that citizens need, want and deserve, in ways that best correspond to the patterns and realities of their daily lives.

## **The Vision**

### **Empowering communities**

The Central Library is a safe haven for community dialogue and freedom of expression. Evidence to date strongly supports the concept of the Central Library as a marketplace for people, ideas and technology. To this end, partnerships with the public, private and non-profit sectors will play a greater role in the future to deliver co-sponsored programs and collaborative services. Empowering communities requires significant investment in high speed Internet access to connect Hamiltonians with one another. Demand for electronic services far exceeds the present system capacity, indicating a growing divide among private Internet subscribers and those who depend on the library for access.

### **Celebrating diversity**

Knowledge workers, the unemployed, new immigrants, young families, the elderly, students and retirees are only a sample of the diverse customer groups served by Central Library staff. Traditional customers will continue to receive high quality library services, and will enjoy a range of new services designed to meet their needs (e.g. additional public meeting rooms and public exhibit space). Opportunities to enhance existing services for specific clientele will be explored.

New immigrants to Hamilton perceive the Central Library as a welcoming environment that has something to offer the entire family. This customer group places high importance on the role of the library as a means of community integration. Meeting the growing needs of new immigrants requires space re-allocation, improved signage, collection development and program enhancement.

The library welcomes all citizens. Through partnerships with social agencies, public institutions and private corporations, the Central Library will be part of a long-term strategy towards a sustainable, healthy community.

### **Strengthening our organization**

The safety and security of customers and staff is paramount at the Central Library. The installation of security cameras and new anti-theft technologies will reduce the loss of library materials and deter inappropriate conduct. Library staff and security personnel will work closely together to promote a comfortable, welcoming environment in which to work, read, learn and explore.

The greatest strength of the Central Library continues to be the dedication and expertise of staff members. The greatest weakness is the 'tired' appearance of the facility. Public and staff consultation strongly supports the need for a redesign of the York Boulevard entrance and a fresh new look for the library interior.

While some enhancements are relatively easy to make (e.g. changes to collections), others require significant capital investment (e.g. construction of additional public meeting rooms). The Central Library of the future looks very different from the Central Library of today. Customers will experience a 'wow' factor as they arrive at the front entrance. The atmosphere will be colourful, stimulating and alive with motion. There will be something for everyone: traditional reference services, services for new Canadians, writing workshops, art demonstrations, a coffee kiosk, a quick pick section for new material and interactive community displays.

## The Plan

The new Central Library will be reborn as ***Information Central: Your Marketplace of Ideas***. It will feature:

- Improved, attractive public space
- A bright, new York Boulevard entrance to welcome and orient visitors
- Reorganized and enhanced collections
- Increased computer and Internet access
- Efficient staff and operational areas to speed library services
- New centres for children, adult readers, and technology education
- Community Connections space
- A clean, safe and secure environment

***Information Central*** is the cornerstone of the entire Hamilton Public Library system. It is the city's centre of information and knowledge where people from all backgrounds can meet, learn and discover by participating in reading, events, and programs, and by pursuing research supported by professionals.

***Information Central*** will be a prominent source of pride and inspiration for the citizens of Hamilton, functioning as the community and cultural anchor for the city. It will be a special civic place where people from all ages, backgrounds and social strata may come together to enjoy free and equal access to information. It will meet increasing needs for computer workstations, group learning and study spaces.

***Information Central*** will showcase the Library's unique resources and house the Library system's main collection of books, periodicals, audiovisual materials and the technology base that is required to access and distribute information held in the physical collection and found on the World Wide Web. Collections will be broad-based, with a depth and breadth of material that is appropriate and accessible to its community. Expert staff will provide users with assistance in using these print and electronic collections, aiding them in their sense of discovery as they navigate such diverse subject areas as Hamilton history, music scores, genealogy, small business, and literacy services.

***Information Central*** will be customer-oriented with a physical layout that is understandable and predictable to all users, and it will be equipped with systems that encourage self-service and independent use. Service desks, photocopiers, specialized subject collections, and book stacks will be arranged in a logical manner with like services and resources gathered together. The library will have a welcoming entrance with reception and orientation services. Numerous seating options will range from spaces for quiet, casual reading and individual study to group seating, classroom instruction, and auditorium seating. All spaces will be fully adaptable to allow for changing use patterns, growth and efficiencies.

Users will find the major concentration of computer workstations and devices for accessing the Library's online information resources and the Internet in the new ***Information Commons***, a hub for electronic information and communications.

Most fiction and simplified non-fiction collections at ***Information Central*** will be arranged in a simplified sequence. Special focus areas will include a technology learning centre, a young adult area, homework centre, family resource centre, business and career materials, literacy and English-as-a-second language resources, multilingual collections and materials in the performing arts, local history and genealogy.



The Children's Department at **Information Central** will be a destination for families visiting or living in downtown Hamilton. The Children's Department functions as a resource and story hour venue for downtown and will also continue its development of high profile family programs and resources. The creation of a program room will provide additional space for independent learning and group activities and reduce the impact of children's programs on other customers in the building.

An estimated 7,500 people (based on 2003 survey figures) currently use the Central Library each day in a wide variety of ways. Exciting programs will engage people in public debate and community dialogue. Flexible spaces will allow for creativity, ranging from quiet seclusion for working writers to open spaces for performers and artists. Interesting exhibits will inspire and delight the imagination. Additionally, non-profit organizations, book clubs, tutoring programs and many others, will be welcome to use expanded meeting space, emphasizing the Library's vital role as the 'front porch of the community.' As a result, daily usage of the building will increase.

The Central Library provides important support functions for the system's 23 branch libraries, bookmobiles, and the Visiting Library service. Librarians specializing in various subjects regularly relay information via fax and e-mail to their neighbourhood customers, allowing them easy access to full range of materials.

## **Information Central: Your Marketplace of Ideas**

### **A Conceptual Overview**

The conceptual model for renewal has been developed by the Central Library Services Review Steering Committee after several months of working closely with Library Administration and staff Working Groups. Features include:

- Family Resource Centre
- Expanded Children's and Teen Territory centres providing collection, seating, and program space attractive and welcoming to young people and their parents
- Homework Centre
- Information Commons
- Readers' spaces with the Library's entire fiction collection, integrated formats (e.g. Large Print/Talking Books) a new book browsing area, and a comfortable reading area with a variety of seating options
- General Information and reference collections, with a high concentration of computer workstations, table and carrel seating, that are responsive to the increase amount of information only available electronically.
- Meeting room/community space complex with gallery and exhibit space, and smaller conference and small group meeting rooms on the fifth floor
- A user-friendly floor design with easy access to collections and effective signage.

**Information Central** is not an updated version of the original philosophy and design of the building, which was refurbished as part of the 1996 Central Library Services Review. The past seven years have heralded profound change in library trends and in our community that were not even evident in 1996. The outcome is a new way of looking at this building and its services. It is a user-friendly plan that:

- That positions the Library as a vibrant community space in its own right.
- Redefines its role in a way that will make it more viable and logical.
- Proposes more efficient use of Central Library public space, compared to the existing floor plan to enable other services to be added
- Recognizes the need to decrease operating costs of the building.
- Recognizes the impact of the Information Age and the changes it has brought, including remote access, the move to branch-delivered services, etc.

**Information Central: Your Marketplace of Ideas** is the product of hundreds of hours of staff effort and public discussion, and brings Phase 1 to a close. The Central Library Services Review Steering Committee submits this plan for your review with the expectation of further refinement through citizen comment and community consultation in Phase 2 of the project. We sincerely welcome your comments and suggestions in refining this plan for the continued enjoyment of Hamilton citizens throughout the 21st century.

The 'new' Information Central will be expansive and easy to use. Convenience of service, attractiveness of displays and provision of resources to our diverse communities can be achieved and promoted through this proposed model. Through a convergence of staff and services, we can 'save the time of the reader' and maximize use of our downtown core location. A warm, welcoming environment that is clean and secure will be the basis from which the overall vision can be achieved.

Our proposed model invites visitors to explore all of our services and take advantage of new efficiencies to provide connections. Through the consolidation of existing collections and the full utilization of a dedicated and knowledgeable staff, the citizens of Hamilton will find Information Central a true marketplace of ideas. The model is responsive, flexible and sustainable.

Six areas have been identified as key to the success of the Central Library. These areas were determined after a thorough review and discussion based on the feedback from the library board, staff and community: cleanliness, security, customer service, entrance and atmosphere, computer access, enhancement (and refocusing) of collections.

Staff working groups were established for each of the six key areas and an exhaustive list of recommendations was submitted by each group to the steering committee. Several common threads were evident. Extensive research and examination of 'best practices' support the view that a complete physical re-organization of services at Information Central is required to provide the best possible service for our customers. A review of all comments gleaned through staff S.W.O.T. exercises, board and community focus groups provided additional guidance.

The following summarizes the specific recommendations for each floor at Central. Recommendations in relation to the exterior entrance and Jackson Square follow these descriptions. Pending approval of this model, **Phase 2** of the consultation process can begin to engage community leaders and library board members in a dialogue with staff to discuss priorities for service and to develop an implementation plan.

### **Floor by Floor**

The following highlights the collections and services which should be on each floor. Further consultation with a space/design consultant will provide necessary definition to ensure the desired result is achieved.

The guiding principles for this model are:

- Significant change desired
- Think horizontal, not vertical
- Bring popular services closer to the ground
- Appeal factor!

### **The First Floor Theme: NEW!**

- Children's Department: increase space, with the addition of a Program Room
- Quick Picks: establish a highly visible collection of new and popular materials (all formats)
- 'A-V Club': establish a self-enclosed, secure browsing collection with 'self-check-out' feature & listening facilities
- Disability Information Service Hotline (DISH) & Resource Centre for disabled Persons
- Large Print & Talking Books selection refurbished to provide high-circulation titles and new additions
- Reading Room: create newspaper reading area with multiple copies of daily papers and news magazines
- Customer Service & Circulation Services
- QUICK/Directions Desk



*Design principle: Bring collections “closer to the ground” through horizontal expansion of library services through new space opportunities. The appeal factor of a main floor that is attractive and dynamic will draw people inside and encourage them to explore.*

*Rationale: Recommendations from the Security, Customer Service and Collections working groups.*

### **The Second Floor Theme: READ!**

- Adult Fiction & Popular Materials: organize adult fiction and popular materials in a browser friendly layout, with ‘Chapters’ ambience
- Talking Books and Large Print Collection: standing collections
- Coffee Kiosk & Designated Eating Area: Establish attractive, family friendly eating area with modest coffee/treat kiosk.
- Language Instruction for Newcomers to Canada (LINC)
- Multicultural Collections
- Family Resource Centre
- Homework Centre
- Teen Territory & Listening Centre
- Piano Practice Room
- Visiting Library/Friends of the Library Office

*Design principle: Bring collections ‘closer to the ground’ and explore potential to expand second floor through to current stacks area or even MoMac Centre. The ‘appeal factor’ will include an expansive display of materials and services to surprise customers as they step off the escalator.*

*Rationale: Recommendations from the Customer Service, Cleanliness, Computer Access and Collections working groups.*

### **The Third Floor Theme: DO!**

- Adult Non-Fiction & Reference: Dewey Sequence (Social Sciences, Languages, Science & Technology, Car Repairs, etc.)
- Career and Employment Information
- Business Centre
- Government Documents
- Periodicals

*Design principle: Utilize space currently occupied by Special Collections and closed stacks to expand horizontally. Business collections and other heavily used materials ‘closer to the ground’. The ‘appeal factor’ results from convenient access to staff and resources.*

*Rationale: Recommendations from the Customer Service and Collections working groups.*

### **The Fourth Floor Theme: THINK!**

- Adult Non-Fiction & Reference: Dewey Sequence (Fine & Applied Arts, Recreational and Performing Arts, Literature, History)
- Information Commons
- Poetry Corner

- Study Area

*Design principle: Expand available floor space by relocating existing Staff Room to expand available space horizontally. The 'appeal' of quiet study spaces and extensive computer access will draw people up the floors to this haven of study and inspiration*

*Rationale: Computer Access, Enhance collections, Customer Service working groups*

### **The Fifth Floor Theme: Connect!**

- Special Collections: Expanded gallery and research space to establish this as a 'destination point' & showcase of resources
- Board Room: Attractive locale for public access (utilize patio for reception area!)
- Gallery on 5: art exhibits to be enhanced by new 'artist-in-residence' programs and demonstrations
- Sciascia Collection
- Community Meeting Space: community space for small groups to meet
- Training Spaces: computer lab/instruction room for training (public and staff) and volunteer orientations
- CommunityNet: improved space and location ('quiet')
- Community Information Services: improved space and location ('quiet')
- Communications & Community Development Dept
- Administration Offices
- Staff Room

*Design Principles: Horizontal organization of services to provide community 'space' and improve convenience and access to circulating collections moved to levels 'closer to the ground' The 'appeal' of a 'destination point' floor rich in local resources and spectacular city vistas will make this floor a magical destination point.*

*Rationale: Enhance collections, Customer Service, Security, Ambiance working groups*

### **York Boulevard Entrance**

Employ a space planner to determine opportunities to reclaim and revitalize exterior space of the Central Library. A myriad of ideas have been suggested thus far, but require professional consultation to proceed:

- Outdoor Café
- Story Garden for children
- Atrium
- Replace heavy exterior doors (barrier to entry) with automatic doors
- Enclose outside area to street level
- Exterior book drop
- Improve Lighting!

**Jackson Square Entrance**

Work with Jackson Square management to develop new system for managing hallway entrance/exit

**Mezzanine Level**

Reclaim this area for either library programming, displays and public events or related community partner use

## **Implications of the Proposed Model: The Five 'S's**

### **Staff**

The reorganization of the 5<sup>th</sup> floor provides sets the stage for an integration of Information staff on 3 floors instead of 4, thus encouraging a 'team' approach to the operations of the Central Library and cross-training functionality which will maximize utility of staff and consistent support to all service points.

### **Space**

Think horizontally, not vertically, is the mantra of this report. The relocation of Special Collections and Staff Room to the 5<sup>th</sup> floor provides us with new opportunities for public use of space on the 3<sup>rd</sup> and 4<sup>th</sup> floors. The reorganization of collections to provide for greater access to collections currently located on the 5<sup>th</sup> floor opens up the floor. Changing spaces, changing faces will characterize the new 'look' of "Information Central"

### **Service**

Collections: Informed by "Meeting User Needs II", collections will be reviewed and honed to provide the 'best of the best' for our users. Every effort will be made to ensure that collection gems such as the music score and picture collection will be maintained, while holdings, such as government documents which are available online through HPL electronic resources and in print via McMaster University, are reduced appropriately.

Technology: Access to computers and online information is a critical need for Hamiltonians. The proposed 'Information Commons' will provide those with limited/no access to the World Wide Web with free and equitable access to such basic services.

### **Security**

Security of collections and people is a paramount concern. As recommended by the Security Working Committee, measures have already been taken to establish HPL as a safe working environment. Community feedback, staff observation, and current research support the need to introduce new technologies to ensure the security of library resources and the safety of public and staff.

### **Spirit**

Staff and public perception of the downtown area is low and a revitalized Central Library will serve as a catalyst for renewal of the downtown core. Staff who are fully engaged in meeting the needs of our new users will contribute to the renewal of community spirit and provide the leadership for new staff/potential recruits to ensure that HPL is a vibrant leader in the field of public librarianship.



## **Where do we go next? The Central Library Review Process**

### ***Phase 1: Development of a Conceptual Model (February – November 2003)***

- SWOT analysis
- Search for 'best practices'
- Staff Working Groups established to specific issues and priorities
- Focus Groups (Board, Staff, Public – customers and non-users) consulted to gather opinions of current services and what could, or should be offered in future.
- Presentation of the Model to the Board, November 19, 2003

### ***Phase 2: Refine and Adoption of the Conceptual Model (Proposed date: December 2003)***

- Board and staff comments about the Conceptual Model requested
- Board approval of Conceptual Model requested for December 2003

### ***Phase 3: Develop a Plan of Action***

- Plan of action developed outlining including short-term and long-term objectives
- Short Term Objectives will be developed that will move the Conceptual Model closer to implementation on a continuous improvement basis, taking advantage of opportunities as they arise. Some short term objectives could include, but are not limited to:
  - Resolve critical issues of Security and Cleanliness
  - Achieve convergence of collections and staff
  - Adjust operational priorities to reflect budget realities
  - Implement service and collection changes on a continuous improvement basis.
  - Expand opportunities for employees
  - Site visits to other inner city libraries that have undergone renewal efforts
- Long Term Objectives focus on the physical upgrading of the facility and the concepts presented by the model, beyond what can be accomplished by short-term objectives. These long-term objectives, include, but are not limited to:
  - Community consultation planned for early 2004, using a cross-selection of Vision 20/20 community groups and the HPL Board
  - Hire a design/ space consultant to work through the design concepts, and develop strategy and plans for implementation of physical changes.
  - Consultation with stakeholders, board, public and staff on the multiple aspects of this project
  - Determine the cost of implementing the model and potential sources of funds (including fundraising)
  - Develop strategic partnerships

### ***Phase 4: Implementation Proposal***

- Short Term objectives – begin implementation in 2004
- Long Term objectives – schedule to be determined, but will span 2 – 5 years. (2004 – 2009)

## **Appendix A: Central Library Review Milestones**

### **Winter 2003:**

- The 2003 Strategic Plan identifies the need for a review of the Central Library.
- January 2003, A Central Library Review Steering Committee is established, timelines are developed, best practices are researched and the outcome of the 1996 Central Library Review recommendations is evaluated.
- Library staff members from across the system are invited to submit their feedback to the Committee in the form of a SWOT analysis (Strength, Weaknesses, Opportunities and Threats). More than 100 staff members respond. Feedback is collated, synthesized and shared with all employees for further comments.

### **Spring 2003:**

- A professional facilitator conducts focus groups with community stakeholders across the city. Valuable feedback is obtained from senior citizens, high school students, street youth, dedicated library users, professed non-users of library services, HPL Board Members and new Canadians. Key topics are identified for further investigation.

### **Summer 2003:**

- Six working groups, chaired by members of the Central Library Review Steering Committee, gather research and additional feedback in the key topic areas: perception of security; cleanliness of the facility; front entrance and library atmosphere; computer access; customer experience; library collections. Members of the working groups represent a cross-section of library staff from all departments.

### **Fall 2003:**

- Working groups submit recommendations for each key topic area. These recommendations are unified in one vision and a strategy document is submitted for Board discussion in November. Phase 1: The Conceptual Model for the Central Library is presented to the Board for approval and further direction. The next steps will involve community consultation to discuss priorities, fund raising opportunities and identify partnerships.



## Appendix B: Contributors

### Central Library Services Review Steering Committee

Sue Beattie  
Rita Bozz  
Astrid Grinvalds  
Maureen Sawa (Chair)  
Amy Hunter  
Leslie Muirhead  
Yvonne Patch  
Paul Takala  
Carol Wilkinson  
Daphne Wood

### Ex-officio members, Library Administration Team

Helen Benoit  
Kit Darling  
Linda Foley  
Bill Guise  
Beth Hovius  
Ken Roberts  
Maureen Sawa

### Central Library Review Working Committees

Computer Access:  
Rita Bozz (Co-Chair)  
Pat Cholach  
Kathryn Deiter  
Ilona Hitchcock  
Paul Lisson  
Beth Robinson  
Daphne Wood (Co-Chair)

### Entrance & Atmosphere:

Sue Beattie (Co-Chair)  
Maria Cicero  
Dan Malstrom  
Anna Marie Martorelli  
Leslie Muirhead (Co-Chair)  
Carol Wilkinson (Co-Chair)

### Enhance Collections:

Frances Frommer  
Sophie Gorski  
Astrid Grinvalds (Co-Chair)  
Margaret Houghton  
Laura Lamb  
Linda Millar  
Yvonne Patch (Co-Chair)  
Joanne Pedicone  
Jane Skeates

### Perception of Security:

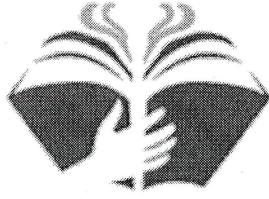
Rupert Albert  
Astrid Grinvalds (Co-Chair)  
Janet Kilpatrick  
Bruce Konick  
Cathy Oliverio  
Filomena Petta  
Jan Weber  
Shirley Weare  
Daphne Wood (Co-Chair)

### Enhancing Customer Service:

Kathleen Denomy  
Amy Hunter (Co-Chair)  
Leslie Muirhead (Co-Chair)  
Robert Oldham  
Yvonne Patch (Co-Chair)  
Francois Roesch  
Ralph Schmidt.  
Cheryl Smith  
Gladys Tominac  
Birute Visockis-Cassidy

### Building Cleanliness:

Sue Beattie (Co-Chair)  
Debbie Freeman  
Mary Moore  
Larry Nelson  
Usha Rangachari  
Rae Rowbotham  
Carol Wilkinson (Co-Chair)  
April Windus



# Hamilton Public Library

*Growing minds.  
Growing community.*

**DATE:** November 12<sup>th</sup> 2004  
**REPORT TO:** Chair and Members of the Board  
**C.C.:** Ken Roberts, Chief Librarian  
**FROM:** William Guise, Director, Finance and Facilities  
**SUBJECT:** 2005 Operating Budget Update

---

## **RECOMMENDATION:**

That this update on the 2005 Operating Budget and Analysis for the Hamilton Public Library Board be received for information.

## **BACKGROUND:**

A draft operating budget for 2005 was presented to the Board at its regular meeting in October 2004 which showed an increase of \$738,730 or 3.4% over 2005. The draft budget at that time did not include any changes to the facility costs since that information had not yet been supplied by the City.

The Board passed the following resolution:

*That the Hamilton Public Library Board submit a Draft 2005 Operating Budget to the City of Hamilton that shows a 3.4% increase of the 2004 Hamilton Public Library Operating Budget. The submitted budget shall be adjusted to include charges that may arise from increased facility costs.*

The current draft of the 2005 operating budget as attached shows an increase of \$977,430 or a 4.5% increase over 2005. Included is an increase in facility costs allocated from the City of Hamilton in the amount of \$297,880. The increase cost of electricity and natural gas makes up the majority of the increase in facility costs.

If the increase in facility costs were eliminated, the increase in operating budget for 2005 would represent an increase of 3.1%.

Further adjustments to the budget are still likely to be made as both the Library and City review the various components that go into the budget. Any changes will be reported on at the December Board meeting.

# CITY OF HAMILTON

## 2005 OPERATING BUDGET

### By Cost Category

**DEPARTMENT: Library**

	<b>2004 Approved Budget</b>	<b>2004 Restated Budget</b>	<b>2004 Projected Actual</b>	<b>2005 Base Budget</b>	<b>2005 Program Enhancement</b>	<b>2005 Program Reduction</b>	<b>2005 Requested Budget</b>	<b>2005 Request / 2004 Restated</b>	
								<b>\$</b>	<b>%</b>
Employee Related Costs	16,177,930	16,328,990	-	16,959,620	-	-	16,959,620	630,630	3.9%
Materials and Supplies	3,194,780	3,228,060	-	3,227,800	-	-	3,227,800	(260)	0.0%
Vehicle Expenses	1,200	1,200	-	1,200	-	-	1,200	-	0.0%
Buildings and Grounds	491,360	491,360	-	494,360	-	-	494,360	3,000	0.6%
Contractual	814,960	765,200	-	765,320	-	-	765,320	120	0.0%
Reserves / Recoveries	31,250	22,410	-	26,610	-	-	26,610	4,200	18.7%
Cost Allocations	2,546,890	2,717,030	-	3,036,770	-	-	3,036,770	319,740	11.8%
Financial	13,490	13,490	-	33,490	-	-	33,490	20,000	148.3%
<b>TOTAL EXPENDITURES</b>	<b>23,271,860</b>	<b>23,567,740</b>	<b>-</b>	<b>24,545,170</b>	<b>-</b>	<b>-</b>	<b>24,545,170</b>	<b>977,430</b>	<b>4.1%</b>
Fees and General	(567,780)	(567,780)	-	(567,780)	-	-	(567,780)	-	0.0%
Grants and Subsidies	(1,171,710)	(1,275,910)	-	(1,275,910)	-	-	(1,275,910)	-	0.0%
<b>TOTAL REVENUES</b>	<b>(1,739,490)</b>	<b>(1,843,690)</b>	<b>-</b>	<b>(1,843,690)</b>	<b>-</b>	<b>-</b>	<b>(1,843,690)</b>	<b>-</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>21,532,370</b>	<b>21,724,050</b>	<b>-</b>	<b>22,701,480</b>	<b>-</b>	<b>-</b>	<b>22,701,480</b>	<b>977,430</b>	<b>4.5%</b>

CITY OF HAMILTON  
2005 OPERATING BUDGET  
Analysis of Significant Cost Category Increases

DEPARTMENT: HAMILTON PUBLIC LIBRARY  
DIVISION: HAMILTON PUBLIC LIBRARY

Cost Category	From Preceding Cost Object Summary Page: Change 2005/2004		Related Subsidy/Revenue \$	Net Impact \$	EXPLANATION
	\$	%			
<u>Employee Related</u>					
Salaries & Benefits	401,090	1.8%		<b>401,090</b>	Step Increases and settlement
Salaries & Benefits	202,400	0.9%		<b>202,400</b>	Reclassification and New Positions
Retiree benefit costs	19,640	0.1%		<b>19,640</b>	Recognition of Retiree benefit costs
Membership – Federation	<u>7,500</u>	<u>0.0%</u>		<b>7,500</b>	Federation of Public Libraries
	630,630	2.9%		<b>630,630</b>	
<u>Materials and Supplies</u>					
Miscellaneous Adjustments	-260	0.0%		<b>-260</b>	
<u>Buildings and Grounds</u>					
Monitoring Branches	3,000	0.0%		<b>3,000</b>	Monitoring costs for intrusion alarms
<u>Contractual</u>					
Miscellaneous Adjustments	120	0.0%		<b>120</b>	
<u>Reserves/Recoveries</u>					
Reduction in Recovery – Mohawk	4,200	0.0%		<b>4,200</b>	Mohawk/McMaster Centre will be vacated August 2004
<u>Cost Allocations</u>					
Insurance	4,680	0.0%		<b>4,680</b>	
Facilities	297,880	1.4%		<b>297,880</b>	Increase in hydro costs.
Vehicles	7,430	0.0%		<b>7,430</b>	
WSIB	7,920	0.0%		<b>7,920</b>	
Gas & Diesel Fuel	<u>1,830</u>	<u>0.0%</u>		<b>1,830</b>	
	319,740	1.5%		<b>319,740</b>	
<u>Financial</u>					
Criminal Reference Checks	20,000	0.1%		<b>20,000</b>	
Increase	977,430	4.5%		977,430	
2004 Budget	<u>21,724,050</u>			<u>21,724,050</u>	
2005 Requested Budget	<u>22,701,480</u>			<u>22,701,480</u>	



---

# **Human Resources Report**

## **2004 - 2006**

---

A Strategic Report for the Hamilton Public  
Library Board

**November 2004**

---

## Table of Contents

<b>Table of Contents</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>4</b>
Human Resources Mission.....	5
Human Resources - Functions & Services .....	5
<b>National Labour Trends</b> .....	<b>6</b>
<b>Identified Library Issues</b> .....	<b>8</b>
<b>2004 – 2007 Organizational Issues</b> .....	<b>9</b>
Labour Relations .....	9
Manpower Planning.....	9
Succession Planning .....	10
Recruitment.....	10
Retention.....	11
<b>2003 – 2004 Accomplishments / Volume Based Activities</b> .....	<b>12</b>
Labour Relations .....	12
Employee Services.....	13
Payroll and Records Management .....	15
Compensation and Benefits .....	15
Disability Management – Work and Non-work Related .....	15
Health and Safety.....	16
<b>2005 – 2006 Initiatives</b> .....	<b>17</b>
Labour Relations .....	17
Management Development Initiatives.....	17
Performance Management.....	17
Disability Management – Work and Non Work Related .....	18
Attendance Management .....	18
Return to Work Initiatives .....	18
Health and Safety.....	18
Recruitment.....	19
Payroll and Records Management / Effective Utilization of Resources .....	19
Budget Implications .....	19
<b>Conclusion</b> .....	<b>20</b>

## **Acknowledgements**

The Hamilton Public Library Board and its team acknowledge the importance of human resources issues to the viability and vibrancy of the Library. It is with great pleasure that I have prepared this report for your review and discussion.

The Human Resources Department has changed in the past two years – from paper driven administration to providers of services and information with a focus on customer service. The Human Resources team of only 3.6 FTEs provides a very wide range of services for an organization with over 540 employees (321 FTE) in 24 locations.

The Human Resources team has been very much focused on merging of systems and updating of records in order that the new organization can function effectively. We have audited data, are moving to automate as much as possible, information that has been largely paper, responding to employee concerns and delving into the past in order that their issue is properly addressed, in addition to the day to day operation tasks.

After being at the Hamilton Public Library a few months, and faced with an opportunity to re-construct the department, I knew I would need individuals who could think broadly and strategically, who were energetic, enthusiastic, creative, and didn't need a lot of definition in terms of what we were going to do because we were still figuring it out. I needed people who could work with ambiguity in the early stages. Most of all, I knew that the Library needed people who were completely committed to the business of human resource management and also to the goals and mission of the Library itself. Thankfully, I found that my new team has those qualities!

I would like to thank Janice Chong, Agnieszka Wesolowski and Linda Demmans, who so very often and with such great style and flare take on tasks with impossible deadlines and limited resources, who are committed to excellence, and who support the organization and my role in many more ways than I can adequately describe. As well, I wish to acknowledge the members of the Administration team – whose leadership, commitment, and support for the Library, its resources, its people show through at every turn – thank you!

The work ahead of our organization is one of building – building on current strengths and re-building the infrastructure and building the bridges to the future.

Linda J Foley CHRP

Director, Human Resources, Hamilton Public Library

## Introduction

The Library Board's Mission, Vision and Value statements have proved to be a clear message for our employees and our customers as the Library has worked through the amalgamation process. As the Board moves into its next Strategic Planning cycle, the Board's commitments as stated by its Mission, Vision and Values will continue to inform the Library's commitment to service and to our employees.

This is the first Human Resources Strategic Report. It highlights trends that prevail across Canada and are reflected in our local landscape, identifies key organizational issues, and sets out strategic directions for consideration and approval. It also documents key achievements and documents where the Library's Human Resource strategy is positioned at the current time. It should be noted that in terms of measurements and impacts, the value of these activities is still in the soft measurement stages.

None of the strategic reports to the Board exist in isolation, and this report is no exception. It must work with the strategic directions identified in such reports as Adult Services, Electronic Services and Youth Services Strategic Reports. For this report focus groups were also held to ensure that mid-management also had the opportunity to participate in its development. The next step will be to continue to work with stakeholders to develop the specific Human Resources strategies and tactics with more specifics and timelines as part of the departmental Work Plan process.

With this report, it is hoped that the organization will better position itself for the workforce challenges facing libraries and indeed, all sectors in the years to come. The Human Resources team welcomes the opportunity to work on a number of the initiatives outlined, however, we acknowledge that dependent upon the number of priorities and their target deadlines, additional resources will be required.



## **Human Resources Mission**

The Human Resources team of the Hamilton Public Library commits to provide programs and services that support organizational philosophy, vision and mission and goals consistent with regulatory requirements. The Human Resources team commits to provide a confidential and customer-focused service for all Library employees.

The function of the department is to promote excellence and provide leadership in human resource management to provide a proactive Human Resource advisory, information and service function to the employees of the Library, to provide information to the Library Board and the organization to support human resource decision-making, and to support employment-related legislative compliance<sup>1</sup>

## **Human Resources - Functions & Services**

The Human Resources Department oversees the following functions and services:

### **Labour Relations**

- Administration of Collective Agreements
- Collective Agreement Negotiation
- Dispute Resolution
- Promotion of Effective Labour Relations practices

### **Employee Services**

- Compensation & Benefits
- Internal & External Recruitment
- Orientation
- Call-in staffing
- Attendance Management
- Return to Work
- Wellness Initiatives
- Provides consultative services to management in support of excellence in management / staff relations and in achieving organizational objectives
- Legislated compliance requirements
- Ensures system awareness of current human resources legislation

---

<sup>1</sup> Employment Standards Act, Human Rights Code, Occupational Health & Safety Act and Regulations, Labour Relations Act, Pay Equity Act, Municipal Freedom of Information & Privacy, Criminal Code

## Payroll & Records Management

- Time keeping & Payroll related services
- Records management
- HRIS records management

## Health & Safety

- Program & Policy development
- Procedures & Tools – development
- H&S Committee support & direction

## National Labour Trends

Canadian workforce trends consistently show that issues of skills shortage, labour pool shortage, and expectations of the employees will be most important to many organizations. In addition the political and fiscal ability to continue to deliver health care programs; the continuation of cases that impact the application and meaning of human rights legislation, the sustainability of the national pension plan and the “downloading” of other programs and services to provinces, municipal governments, and employers are all issues which could impact locally.

The following findings were presented in the *2003 Future of Work: a National Study*<sup>2</sup> conducted by 500 organizations across Canada by DBM (Drake Beam Morin).

<b>2003 DBM Employee of the Future – What they will look like</b>	
Well-educated	A university degree
	A strong understanding of “big picture” issues that impact business
	Required technical skills
	Desirous of continuous learning
Blessed with strong “soft” skills	Leadership capabilities to work within a team-based workplace culture
	Effective personal communication/ interpersonal skills
A good worker	Ability to think strategically
	Desire to work hard (self-starter)
	Ability to work smarter (self-reliant)
Working in	IT/Engineering-oriented jobs
	Sales or Marketing

<sup>2</sup> Drake, Beam, Morin in cooperation with the Globe and Mail. “2003 Future of Work: a national study”. p.3.

### **Employee of the Future – What are their expectations<sup>3</sup>?**

1.	Advancement opportunities
2.	Opportunities for continuous learning/personal career management
3.	Full-time job, but with flexible employment policies to include contingent work to meet needs of various demographics
4.	Policies attuned to the lifestyle (work/life balance) needs of employees through flexible, innovative workplace practices
5.	Competitive compensation

### **The Future of Work Survey: Recruitment of the Right People; Retention of the Best People**

This survey identified the two most pressing issues which an employer must address if it is to be an 'employer of choice':

- "Lifestyle" will replace "security" as the number one issue for employed people in Canada by 2013

To achieve their desired "lifestyle" goals, individual workers will require a strong network of job/work contacts, information technology skills and the required information technology (IT) and telecommunications technologies to work remotely or independently.

Organizations will have to be more attuned to an individual employee's lifestyle needs. Recruitment and retention policies might need to be adjusted to hire and retain the top performers.

- The capacity of the organization to achieve its business goals is directly related to its ability to respond quickly and effectively to new priorities and challenges.

This ability depends on a workforce with a broad set of skills and competencies and the capability to learn continuously. Continuous learning and development will become even more essential to the Hamilton Public Library as workforce turnover increases due to retirements and other leavings coupled with increased competition for qualified candidates across Canada.

---

<sup>3</sup> Ranked, with #1 most important.

## **A View to 2007: Challenges Expected in the Next 5 Years**

The top five recruitment challenges in the next five years will be:

- Shortage of qualified candidates for open positions;
- Specific skill shortages in the labour market in the following areas:
  - Health Care
  - Middle and Senior management
  - Skilled trades
  - Engineers
  - High tech
  - Bilingualism (English/French)
  - Call Centre
- Aging workforce and retirement of the baby boom generation
  - Inability to replace current work force
  - Will require greater emphasis on succession planning & knowledge management
- Retention
  - Decreased loyalty of younger generation
  - Inability to provide adequate professional development due to budget and time constraints;
  - Work-life balance issues
- Compensation
  - Competition for the top talent

## **Identified Library Issues**

Succession planning for management is reaching a point of criticality for the Hamilton Public Library. Our permanent workforce, whose average age is 47 years, mirrors Census Canada (2001) data showing age distribution by population. The aging workforce along with decades of funding cuts has meant that our Library has not hired professionals in some time. The average age of our professional librarians is 57. The Library must develop a means of planning for the known vacancies (based upon a set of criteria developed to reflect our own experience) in order to develop internal replacements and to understand future recruitment needs. The Library is typical of other heritage organizations participating in the national "8R's research."

"Culture institutions as a whole have historically neglected human resource issues... and succession management, instead focusing their attention on patrons and audiences." –  
*The Future of Heritage Work in Canada, p14*



The key HR issues that the Hamilton Public Library must address in the next 3 – 5 years include:

- Improved compliance with legislation
- Continued implementation of the new Collective Agreement/ organizational change
- Pay Equity & Job Evaluation
- Collective bargaining
- Succession planning
- Recruitment
- Training & Development (to be covered under separate report)
- Managing performance & attendance, manpower planning
- Resource utilization – attendance management, return to work initiatives
- Retention - addressing employee issues (e.g. equity and fairness, culture (including addressing 4 generations within the workplace), workplace balance and wellness, stress, workplace safety)

Training and development is integral to the success of the Library's human resource initiatives and the relationship between the two areas will be reflected in the next *Training and Development Strategic report*.

## **2004 – 2007 Organizational Issues**

### **Labour Relations**

The Hamilton Public Library's workforce is made up of both union and non-union employees. Of the permanent staffing, the unionized workforce accounts for over 85% of our employee population. As a result, our labour relations activities significantly impact our organization. Implementation of a new collective agreement (ratified in January 2004) has required significant investment of time for communication, training, implementation of language, and on-going dialogue with our union CUPE Local 932. Our relationships with our Union are important, and the Library continues to respect this workplace partner and to involve and communicate with them about issues that concern the Library.

### **Manpower Planning**

Manpower planning is a systematic methodology used to identify the needs of the organization recruiting efforts. The Library needs to develop a manpower plan that identifies the needs of each division in terms of staffing, projects vacancies and captures projected skills, competencies, and positions required for the future. This is a multi-year

Initiative – the first required step will be to capture current known and expected vacancies; meet with stakeholders to determine near future requirements (e.g. staffing levels expected for the South Mountain Branch); identification of skills shortages.

## **Succession Planning**

A succession planning process must be initiated to address the current and future leadership requirements of the Hamilton Public Library. The process will start with the identification of core competencies and high potential candidates from the managerial and professional groups to ensure that there exists leadership continuity and capability within the organization. This process has many components that will be developed and coordinated through the administration team. Two main components are as follows:

- **Developing Dynamic Leaders:** In order to ensure that there are sufficient skilled individuals ready to take on leadership roles, the Library must focus attention on this aspect of succession planning. The Library will need to address leadership development needs by working on such priorities as providing opportunities for professional development through attendance at leadership events, increased Library system experience through participation on system committees.
- **Leadership Competency Framework:** Another focus in developing dynamic leaders is to create a leadership competency framework. The organization has very strong research and subject area knowledge; however, the organization will need leaders with a broader range of competencies. The Administration team will consult with key stakeholders to develop this framework, which may include such competencies as strategic communication, collaboration & teamwork, innovation, and management of human & financial resources. The Leadership Competency Framework will be used to guide the development of training and development plans, provide professional development initiatives for management and professional and strategic recruitment

## **Recruitment**

Organizations will need to sharpen their recruiting strategies and tactics to attract young workers – and retain them – in a job marketplace where their skills are in demand. Offering clear opportunities and the management training to attain them could be a strong retention tool.

The Library will need to continue to update its methods and materials used in its recruitment practices. We will need to develop materials to showcase our Library as an “employer of choice”, and to also decrease the time involved in the external recruitment process. Additionally, recruiting software applications or other electronic recruitment tools may be necessary to reduce the screening burden in order to shorten this aspect of the selection process. The Library, as has been identified in other public sector institutions, must be able to effectively recruit and as identified in Trends in Public Sector Human Resources<sup>5</sup>.

- **Internship Program:** investigate the feasibility of establishing an internship program for new professional students and graduates to provide them with exposure to modern public libraries
- **Partner with Post Secondary Institutions:** determine feasibility of partnering with post-secondary institutions to create co-operative education work experience programs for information services, electronic services, and technical services areas.
- **8Rs Study:** The Library participated in a national survey aimed at the Library sector specifically called the 8Rs Canadian Library Human Resources Study. The first draft of the results of this study has just been received.
- **Recruitment Metrics:** Employee recruitment metrics will be developed to allow the organization to monitor the effectiveness of its recruiting strategies and will capture such things as the time it takes to recruit employees, what attracted new employees to the organization.

## Retention

Retention of staff, both newly hired and existing is also important to Hamilton Public Library. The success of our organization will lie in our ability to not only attract employees to our Library but to be in a position to offer the type of work environment where our employees thrive and succeed; an environment that offers opportunity and growth, challenging and rewarding work, and one that understands employee needs now and in the future. The Library must ensure that it can deliver the kind of value proposition that entices employees to choose or continue to choose HPL.

As the projected labour shortages unfold, impacts are likely to be felt unevenly across the system. It is important to identify areas critical to the organization and ensure that employment strategies ensure that critical functions are maintained and that the organization has a means to capture the knowledge and wealth of information that our employees hold in their minds before they leave the organization.

Finally, retaining employees reduces the time and monies spent in replacement hiring, orientation, training, and provides stability within the organization. Longevity and loyalty to one employer is a thing of the past, however, the Library must proactively perform best practice scans, review policies, procedures, programs with a view to remaining / achieving “employer of choice” status.

- **External Surveys:** The Library could also participate in other surveys to benchmark the Library against other public/ private sector employers. For example, the Hewitt Survey of Best 50 Employers in Canada benchmarks practices against others

---

<sup>5</sup> IPMA/NASPE Human Resources Benchmarking Project, 2000/2001



nationally. Human Resources will participate in other primary research opportunities, as they become known. For example, the Human Resource Professionals of Ontario, participation in the Aging Workforce Research Project 6 allows the Library to understand key issues regarding workplace policies and workplace issues targeting managers and professionals over age 50 in Canada.

- **Policy, Program Reviews:** The Human Resource policies and programs will be reviewed on an ongoing basis, and in consult with key stakeholder groups such as management, the union, professionals, other focus groups, dependent upon the nature the policy/program under review.
- **Internal Survey:** The Library will need to conduct and expand the role of the internal employee survey. The survey can also be utilized to measure the degree of change and culture shift taking place within the Library and to assess the degree of cohesiveness among employees. Resources need be committed for the development of an appropriate survey tool.

## 2003 – 2004 Accomplishments / Volume Based Activities

This section summarizes some of the operational accomplishments that have been achieved in the past years with particular focus on 2003 and 2004. The Human Resources function has evolved over this time from an administrative function to one that provides services with the internal customers in mind. Active participation on the Administration team allows Human Resources to play a more strategic role. As the department continues to move forward from the amalgamation-related work, increased attention will be given to assessing the programs and policies to ensure that they support the mission, vision and values of the organization. Appropriate measurements will be developed to measure continuous improvement.

### Labour Relations

Labour Relations			
	2002	2003	2004
Total Number of Grievances	47	22	7
% Resolved at Step 2 or 3	89%	95%	71%
% Resolved Prior to Arbitration	11%	5%	0
Total Number Outstanding	0	0	2

**Implementation of the Collective Agreement:** The first Collective Agreement for the amalgamated system provided the opportunity to update language and look for more flexibility to enable the Library to operate efficiently. Once it was finalized, orientation and training sessions were held with managers, and CUPE and the HR department hosted joint sessions for staff covered by the Collective Agreement. The implementation of the agreement has taken significant time, changing related procedures, responding to

<sup>6</sup> Aging Workforce Research Project Preliminary Findings, Dr. M. Armstrong-Stassen, Management and Labour Studies, Odette School of Business, University of Windsor, September 2003 – 493 senior HR professionals responded



queries and ensuring consistent practices. For example, the introduction of some job competition in the language has substantially changed the work within Human Resources as well as the role the manager plays in the hiring process.

**Resolution of the Dundas Pay Equity Issue:** This issue, raised just prior to amalgamation. It was originally referred to the City. It lingered because the parties at the table were not able to finalize outcomes. The Library, as the employer (amalgamation is considered as a sale of business under Pay Equity legislation) worked with the Pay Equity Commission and CUPE 932 in October 2003, a settlement was reached and all monies owing paid out.

## Employee Services

**Return to Work and Job Accommodations:** Outstanding re-deployment issues necessitated a review and re-negotiation of some permanent job accommodations. In addition, there were both short-term and longer-term temporary accommodations which needed to be attended to and some individuals, who had been away from the workforce for a long period of time, were required to be successfully re-integrated.

**Casual Staff Policies<sup>7</sup>:** The policies pertaining to casual staff were reviewed and updated at the same time that a *Casual Staff Supervisors' Manual* was rewritten to help Casual Staff Supervisors consistently supervise the casual staff. This Manual, created in cooperation with Public Services, covered such topics as recruitment, hiring, training, administrative tasks and termination procedures. Additional information was provided for Public Service Managers as part of the Manager's Tool kit.

**HR Department Reorganization:** The Human Resources department has taken advantage of a vacancy to review its structure, division of work, and skills sets required to perform the work within the function. The roles continue to be refined, to best match skills, abilities, knowledge, experience and of course, interest together. Departmental electronic file sharing is now standard – enabling each member of the team to provide service to our customers, acting in a back up capacity. As part of the HR department reorganization internal practices were changed and internal communications were improved. A new departmental web site was created on *hplnet*, (the staff intranet) and staff are now provided with more timely information about topics that are important to them and to assist them in their responsibilities for others.

<b>Processing of New Hires/Terminations/Retirements</b>		
	<b>2003</b>	<b>2004<sup>8</sup></b>
New Hires – Call In	12	13
New Hires Permanent	3	1
Librarians/ managers	1	4
Summer Students	36	36
Terminations *Permanent	5	3
Retirements	10	8

<sup>7</sup> This manual was prepared by a staff committee consisting of Krystyna Zeglinska, Debbie Rudderham, Linda Kamzic, Anna Marie Martorelli and Agnieszka Wesolowski

<sup>8</sup> All data in these tables is for 2004 is for 9 months – January 1 to October 1<sup>st</sup>.

As the table above indicates, the number of new hires is increasing after several years of relatively stagnant activity. During the past few years, the Library has seen increased retirement activity as a result of the OMERs early retirement window offerings. However, by the year 2007 16 full-time and 14 permanent part-time will be 60 years of age or more; many of who will choose to retire at this time.

As a result, such issues as hiring processes, identification and documentation of orientation and training needs, preparation of employees packages for new hires, etc. required more attention. The external hiring practices were reviewed. Changes made include the creation of more comprehensive employment offer letters; revised application forms compliant with the *Human Rights Code*, and the creation of new orientation packages. The table also demonstrates the ongoing work related to seasonal and temporary employment which is handled by the HR department.

<b>Recruitment &amp; Selection</b>		
	<b>2003</b>	<b>2004 *At Oct. 1 2004</b>
Internal Postings Filled	106	93
Internal Transfers	187	163
External Vacancies Filled	14	17
Number of Interviews Conducted - Internal	25	115
Number of Panel Interviews	2	6
Summer Students – Assisting with selection and orientation materials	36	36

The internal recruitment processes require significant ongoing resource allocation largely due to the change in how internal positions are filled.

<b>Quality Measures</b>		
	<b>2003</b>	<b>2004</b>
# Call-in Staff who were hired to a permanent position	3	6
# Call- in staff who were terminated during probationary period	0	3

Measures that reflect the quality of the hiring choices are still in their infancy but an analysis of the call-in staff (the point of hire for most employees) does provide some indication of the quality of these hires. This group has been more carefully monitored during the probationary period.



## **Payroll and Records Management**

**HR Record Retention Guidelines:** Considerable effort has been spent to streamline the record retention responsibilities required of the HR Department. After the Board approved the new Records Retention Policy for the HR department in September 2003, the departmental filing system was reorganized (significantly reducing storage requirements). The use of electronic sources of records keeping has been increased.

**Peoplesoft:** The City converted to Peoplesoft an HR automated records system in the late 1990's. The Library primarily utilized the timekeeping aspects of the system with the bulk of other Library's records in paper format. A second, and time-consuming, aspect of this has been to ensure that all records were brought up-to-date and that all amalgamated-related updating (e.g. seniority lists, vacation entitlements, etc.) was completed. Additional functionality was added in order to capture some of the administrative requirements under the new collective agreement. Working with either City HR or City Payroll, the Library continues to increase its ability to capture information on the system in order to improve operations and to develop reports for use by management in managing the workforce. Finally, Human Resources has been building a stronger relationship with the City Human Resources Department, and has been able to resolve a number of process issues. The Director of HR is a member of the Peoplesoft Coordinating Committee to represent the Library's interests and to ensure good communications.

**Service Level Agreements:** Initial requests to clarify the relationships and encourage cooperation and ongoing communications between the various city HR departments continue. The City HR has also embarked on this process hoping to move to activity based accounting of its initiatives and therefore, a final service level agreement remains outstanding.

## **Compensation and Benefits**

During the past year, Library Human Resources representation on a City-wide joint labour / management Employee & Family Assistance Program committee has yielded some insights into program development directions – namely wellness initiatives that the City may embark on through this program, and has fostered connections that enabled the Library to bring in assistance for employees at the work site fairly quickly. As well, increased awareness and information about this important benefit has occurred within the Library.

Other improvements have been the delivery of employment benefits information – an area that will continue to see improvement in terms of accessibility and communication.

Non-union casual staff wages were aligned across the system in 2003 along with an alignment of paid holidays to provide for consistency in compensation for this group.

## **Disability Management – Work and Non-work Related**

Human Resources has also provided a strong direction to return employees to work in consult with all appropriate workplace parties. Over the next few years, program and communication materials will be more fully developed, as will metrics to identify the positive effects of early return to work initiatives.

## Health and Safety

**Commitment to a Healthy Workplace:** Health and Safety programs are now under the umbrella of the Human Resources department. The programs require some review and development; however, the team in Human Resources is committed to ensuring compliance through education, communications, diligent management practices, and the fostering of a proactive and productive Health & Safety committee.

**Health & Safety Policy and Program:** The *Terms of Reference* of the Health and Safety Committee were updated to reflect the needs of the legislation as it applies to the amalgamated system. After joint union-management discussions a draft was presented to the Ministry of Labour. At the time of writing, the Ministry of Labour has indicated a that monthly inspections of all workplaces will be required. Human Resources is in the process of consulting with the joint Health and Safety Committee, Management and Administration as to the most expeditious way to accomplish this. Additional resources have been made available to the committee to assist in the administration of its work. An audit of branch safety measures, tools and emergency items is underway. The process for conducting workplace inspections has been improved. A Health and Safety Orientation Checklist for new hires and staff transfers has been developed. The Library's Critical Response Committee is working to ensure that related procedures and policies are reviewed and enhanced to ensure that health and safety issues are taken into account in relation to disaster planning.

<b>Health &amp; Safety</b>		
	<b>2003</b>	<b>2004</b>
Workplace Injuries/Incidents	28	18
Lost Time Accidents	5	5
Basic Training – WHMIS - # of Employees Trained	280	96

**Violence in the Workplace:** A new policy was developed in response to a violent incident in our workplace. Human Resources, Health & Safety committee representatives, and CUPE executive participated in the development of the policy that was approved by the Library Board November 2003. Since that time, a review of appropriate training tools has been undertaken and plans for organization wide workshops are underway. Through the HR team, the Library participated in a citywide interdepartmental team to draft the procedures, forms, and training requirements that are being recommended for discussion with the City senior levels of management and City unions. Hamilton Public Library was recognized at this committee for the uniqueness of its policy, which addresses violence against its employees by all sources including from the public it serves.

The HR department investigates various workplace issues.

<b>Workplace Investigations</b>		
	<b>2003</b>	<b>2004</b>
Incidents between employees	2	4
Harassment	1	
Workplace Violence	1	



**WHMIS:** Basics level information and testing was prepared to immediately address a gap in the program with respect to the casual employees. New hires also now receive this package as part of their orientation process. An audit of WHMIS/MSDS compliance is also underway.

## 2005 – 2006 Initiatives

### Labour Relations

Pay Equity & Job Evaluation negotiations have commenced and will likely span 2005. These two initiatives will involve a significant involvement not only from Human Resources, the Union, and others directly involved, but will also necessitate others to participate in various forms.

Collective Bargaining: the bargaining for the second Collective Agreement is likely to begin in early 2005.

### Management Development Initiatives

- **Manager Tool Kit / Best Practices Guides:** In order to assist managers in many of the human resources and labour relations issues faced as well as to provide a means to ensure consistency of approach, guidelines will continue to be developed and made available to managers. Next steps: Confirm the roster of topics/information guides desired by Branch/Departmental managers and prioritize for development and implementation.
- **Management Training program:** A management training program is planned to upgrade management skills in key areas such as performance management, coaching, harassment training, managing in a unionized work place, attendance management, and management skills for new managers. Discussions between managers and their direct reports as well as through the other feedback forums have taken place in 2004.
- **Professional Development:** opportunities to participate in these activities and to share best practices with others within the system will be encouraged.

### Performance Management

- **Management & staff performance appraisal tools & program:** The current Hamilton Public Library Strategic Plan identifies the need for a performance appraisal system for managers. A committee has been established and it is expected that this will be applied in 2005. Directors have worked with all mid-managers to prepare individual work plans. In addition, another committee has been struck to begin to develop an updated and unified performance appraisal system for union staff for implementation in 2005.

- **Casual Staff Appraisal:** Development of the training and communications materials to roll out the format developed by the Casual Staff Supervisor Manual committee. Target: September 2005

### **Disability Management – Work and Non Work Related**

Procedures will be developed and communicated to all employees regarding the disability management process that works in conjunction with the Library Income Protection Plan and its Long Term Disability insurance program. Third party adjudication resources and how they can be utilized within these contexts will be investigated. Target: 2005

### **Attendance Management**

Human Resources will conduct a review of current programs and practices, set up working committee to make recommendation of program to adopt. Additionally reporting requirements will be put in for development with Peoplesoft group, and information regarding attendance disseminated to management.

### **Return to Work Initiatives**

Early intervention principles and modified work initiatives will continue to be reviewed and programs confirmed and workplace stakeholders including CUPE 932 consulted. Information materials will be developed to communicate the positive impacts of such a program and appropriate metrics developed. Timeline: 2006

### **Health and Safety**

**Employee Education:** All employees will be trained on WHMIS, Violence in the Workplace. Timeline: 2005.

**Committee Development:** Training requirements for the committee members as well as those other employees conducting workplace inspections will be identified, sourced and provided.

**Compliance:** Human Resources continue to work towards program review/auditing to ensure that the Library is compliant to legislation.

**Due Diligence:** Managers to receive training to ensure they are knowledgeable of their responsibilities for safety under the OHSA and its regulations.

**Relationship Building:** The City corporate health and safety area is very supportive of the Library activities and provides quarterly reports for the Committee and Administration that highlight activities and trends. The relationship is strong, and we reciprocate in sharing of materials. The City has allowed the Library to participate in safety training initiatives.

**Legislative Compliance:** The Human Resources department will continue to take the lead in ensuring compliance with the relevant employment legislation. An audit of human resource practices will be conducted during 2005.

## Recruitment

**Orientation Program:** as the number of external hires increases, a more robust orientation is necessary to effectively integrate our new staff into the organization. This program will be developed through a coordinated process to be established by the Administration Team, Managers, and the Training and Planning Librarian. Timeline: 2005

**External Recruitment Materials:** new tools will be required to highlight the Hamilton Public Library as an 'employer of choice', to communicate the "value proposition" that the Library holds for potential new hires, and to ensure that new hires will add to the organizational capacity for the future.

**Training** to be developed and provided to management, communications materials to be developed for all employees. Target: 2006

## Payroll and Records Management / Effective Utilization of Resources

**Administrative Efficiencies:** Human Resources will continue to streamline administration and increase automated processes. Peoplesoft enhancements scheduled late 2005 include Training module which will give the Library the opportunity to house all information regarding education, workshops, training, certifications in one database forming part of each employee's electronic file. Target: 2006 Implementation of Library Data

**Records Retention:** Procedures for implementation of the HR Retention Guidelines to be developed and assigned to HR staff. Target: 2005

**Other Automation:** Investigate software to assist with system-wide scheduling of employees – currently scheduling and identification of qualified available staff for additional hours is cumbersome, and requires significant time for managers/schedulers/human resources to fill gaps in the schedule. As well, discuss with stakeholders the possibility of automating the timekeeping records to allow for electronic transmission to Human Resources with the ultimate goal of uploading electronically to Peoplesoft. Target: 2006

## Budget Implications

The Human Resources Department of the Hamilton Public Library cannot, within its current staff complement or budget, meet all of the strategic needs that are presented in this report.

Some of the listed initiatives require specialized resources for short, concentrated periods and then comparatively little time and resources on an on-going basis. During the next few years, the Human Resources Department will come back to the Library Board with detailed costs for projects that are not part of the normal work routine (as if there is one) and that require project funding for well-defined results.

At least three projects may require special funding in 2005. These are:



- The need for a new pay equity plans for unionized staff and a new job evaluation tool
- The need for a new collective agreement
- The need for a new performance management tool

Each of these projects require time and resources that are not part of the base funding for the Human Resources Department.

## **Conclusion**

Libraries are filled with a diverse work population with varying perspectives of organizational issues. The Human Resources initiatives will require a significant emphasis on building relationships with stakeholders and partners. This is an important critical success factor, as we know that if we are going to be successful, we need the support of our partners and stakeholders. We cannot succeed alone. So in every project and initiative, Human Resources will focus on identifying key partners, building relationships and ensuring that HR provides value to the organization and stakeholder groups.

Net methodologies of measuring the success of human resources initiatives and their impact on the organizations will become a focus in the coming year and become an important tool for monitoring trends within our organization. Human Resources will continue to monitor the external landscapes and actively participate in related associations in order to stay abreast of workplace initiatives, programs, and trends.

Significant change has occurred with the implementation of the new CUPE 932 collective agreement and it is expected that it will take a few more years for the language and approaches to be internalized. Additionally, the collective agreement and the last round of bargaining have significantly contributed to the financial stability of the organization. Many initiatives to be developed and/or initiated are over and beyond the normal operations of the Human Resources department, and therefore, the Library Board may see requests for funding, separate from the operational budget submitted, come for approval in order that the initiatives can get under way.

“The need for more innovative, flexible workplace policies/practices underscore the importance of HR playing a more strategic role in organizations of the future.”





**DATE:** November 17, 2004  
**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 struck in order to meet and review the completed forms submitted by library board members. The Nominating Committee recommends a slate of officers for 2005 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 17<sup>th</sup> 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 2004

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 2005. Please return completed forms at the next Board Meeting.

**NAME OF BOARD MEMBER:** \_\_\_\_\_

<b>POSITION</b>	<b>PLEASE CHECK IF INTERESTED IN THIS POSITION</b>
<b>Chairperson</b>	
<b>Vice-Chairperson</b>	
<b>Executive Committee Member</b>	
<b>Southern Ontario Library Service Board Representative</b>	



**DATE:** November 4, 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Linda Foley, Director, Human Resources

**SUBJECT:** *Recommendation to adopt revised Workplace Harassment Policy*

---

**RECOMMENDATION:**  
That the attached Library Board Policy addressing Workplace Harassment be adopted as amended.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The changes to the policy present no financial/staffing/legal implications. This policy has recently been reviewed by Legal counsel in the course of developing E-learning for our managers. No recommended changes were given.

**BACKGROUND:**

The attached policy has been in force for a number of years. The changes made reflect changes in nomenclature, and represent the current organizational structure.

# 50-1 WORKPLACE HARASSMENT POLICY

Policy Level: Board  
Author: L. Foley  
Revision Date: January 2002;  
First Approved: April 1993

## **POLICY**

All employees have the right to be treated fairly in the workplace. The Employer shall exercise its responsibility to endeavour to provide a work environment that is supportive of productivity and the personal goals, dignity and self esteem of every employee.

This objective is dependent on the mutual respect, cooperation and understanding of all the workplace parties involved. The Employer will not, and the employees should not, condone behaviour in the workplace that is unacceptable and likely to undermine work relationships or productivity. In any form and at any level, whether it is colleague to colleague, supervisor to subordinate, subordinate to supervisor, public to employee, employee to public or public to public, harassment introduces a disruptive element into the work environment which endangers the well-being and job performance of the individual.

## **Definitions**

### **Harassment**

Harassment is defined in the *Human Rights Code* as "A course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome."

### **Sexual Harassment**

Sexual harassment is any comment or conduct by any employee toward another employee which is intimidating, annoying or malicious and related to sex or sexual orientation and includes but is not limited to:

- Unwelcome and/or inappropriate or insulting remarks, jokes, innuendoes or taunting about a person's body, attire, sex or sexual orientation;
- Practical jokes of a sexual nature which cause awkwardness or embarrassment;
- Displaying of sexually explicit pictures or other offensive material on Hamilton Public Library property for purposes other than for meeting Library goals and purposes;
- Leering (suggestive staring) or other gestures;
- Unnecessary or unwanted physical contact such as touching, patting or pinching;
- Physical and/or sexual assault;
- The request of sexual favours from an employee implying or suggesting that employment status could be affected.

### **Personal Harassment**

Personal harassment includes but is not limited to:



- Unwelcome and/or inappropriate or insulting remarks, jokes, innuendoes or taunting about a person's gender, disability, racial or ethnic background, colour, place of birth, citizenship or ancestry;
- The displaying of racist, derogatory, or offensive pictures or material;
- The refusal to work with an employee because of his/her disability or racial, religious or ethnic background;
- Unwelcome, inappropriate or insulting gestures or practical jokes based on disability, religion or racial or ethnic grounds which cause embarrassment or awkwardness;
- Refusal to work/share facilities with an employee because of his/her sexual orientation.

The following type of harassment is not based on prohibited grounds under the *Human Rights Code* but is inappropriate in the workplace and is prohibited by the Hamilton Public Library:

- Abuse of authority; improper use of power and authority inherent in the position held, to endanger an employee's job, undermine the performance of that job or threaten the livelihood of the employee.

#### **What does not Constitute Harassment?**

Conduct that does not interfere with a climate of understanding and respect for the dignity and worth of Library employees. This Policy does not restrict the authority of those charged with management responsibilities in areas such as counselling, performance appraisal, staff relations, scheduling and the implementation of disciplinary actions, and is not meant to inhibit free speech or interfere with normal social relations that are part of life in this organization.

### **Policy Requirements**

All levels of Management must:

- Provide a work environment free of harassment;
- Inform all employees of this policy, including their rights and responsibilities;
- Resolve harassment complaints without undue delay;
- Monitor the situation on a regular basis until there is satisfaction that corrective measures have been implemented;
- Take necessary action to protect confidentiality of complaints.

### **Rights and Responsibilities**

#### **Managers**

Managers are responsible for putting an end to any harassment that they are aware of, whether there is a complaint or not.

If an employee lodges a complaint about his/her supervisor or vice versa, then the investigation will be handled by the supervisor's manager **in consult with the Director, Human Resources**. If a complaint is lodged against the **Chief Librarian**, the investigation will be handled by the **Director, Human Resources** in consultation with the Hamilton Public Library Board.

### **Alleged Victims**

Employees have the right:

- To file a complaint with the alleged harasser's supervisor (or the **Director, Human Resources** if the alleged harasser is the Chief Librarian) with copies to the **Director, Human Resources**, the alleged harasser and the Chief Steward (if a Union member is involved as the alleged victim) and to obtain a review of their complaint without fear of embarrassment or reprisals. In the case of an employee allegedly being harassed by a member of the public, a complaint should be filed with the Supervisor with copies sent to the **appropriate Director and the Director, Human Resources**.
- To be represented and accompanied by a Steward (if a Union member is involved) during the interviews related to their complaint;
- To ensure that their written complaint or written comments related to the fact that the employee has lodged a complaint be excluded from their personal files;
- To be kept informed throughout the process subject to the *Municipal Freedom of Information and Protection of Privacy Act*.

It is the responsibility of the alleged victim:

- To make known, if possible, their disapproval or unease to the individual immediately;
- To seek immediate assistance from the supervisor or the supervisor's manager (if the supervisor is the alleged harasser) or the Manager of Human Resources (if the City Librarian is the alleged harasser), whenever the measure proposed in the above is unsuccessful, or whenever circumstances make it difficult to take that measure;
- To cooperate with those responsible for dealing with the investigation of the complaint.

### **Members of the Public**

Members of the public have the right:

- To complete an *Incident Report* if allegedly being harassed by a staff member or another member of the public;
- To have this *Incident Report* reviewed and investigated by the Service Coordinator, Adult Services, the Manager of the Department where the alleged harassment occurred and the Manager of Human Resources;
- To receive a written response from the **applicable Director** regarding the resolution to the allegations.

### **Persons Against Whom a Complaint has been Lodged**

Persons against whom a complaint has been lodged are entitled:

- To be informed immediately that a complaint has been filed;
- To be presented with a written statement of allegations and to be afforded opportunity to respond;
- To be represented and accompanied by a person of their choice during the interviews related to the complaint;
- To receive fair treatment in an environment free of harassment and discrimination;
- To be kept informed throughout the process subject to the *Municipal Freedom of Information and Protection of Privacy Act*.

## **Investigation Procedures**

It is important that all employees know that an investigation of harassment will be handled thoroughly, confidentially and quickly. As part of the investigation process, interviews will be held with the complainant, the parties concerned, the alleged harasser and the witnesses. The investigator must make all parties aware that the investigation meetings are for the purpose of fact finding only, that no blame is being laid, and that it is the investigator's intention to fully investigate all aspects of the case.

A private area must be used for the investigation meetings and the parties involved must be made aware that the matter is not to be discussed with other employees. All of the parties involved must be interviewed separately.

It is imperative to document each of the following steps since an attempt to handle these matters informally and/or alone is usually not effective. An employee's best protection is to keep detailed notes. Such documentation should include, but is not limited to:

- Who was involved;
- Whether there were other victims;
- What was said and done;
- The relevant past history of individuals;
- The relevant past history of the work situation;
- When the harassment took place;
- Where the harassment took place;
- The names of witnesses;
- The explanation of the alleged harasser;
- What the complainant found offensive.

## **Resolution and Record of Harassment**

If the complaint of harassment is found to be groundless, no further action will be taken.

If the complaint of harassment is found to be bona fide, a record of all matters in regard to the harassment investigation will be kept in the Human Resources Department. This record will include the following information:

- Date(s) of the harassment;
- The names of the complainant and the harasser;
- Details of the incident (e.g. location, time, what was said and/or done, other parties involved, names of witnesses to the events);
- Complainant's view of the events;
- Alleged harasser's version of the events;
- Any other documentation resulting from the above-noted investigations;
- Disciplinary action taken.

**Employee Discipline**

Disciplinary action will be based on the severity and consequences of the offence. The principles of progressive discipline shall apply. Discipline could include a warning letter in the harasser's personnel file up to suspension or discharge, a monetary fine or jail sentence if the Ontario Human Rights Commission is involved.

**Public Discipline**

The consequence of a member of the public being found to have harassed staff or another member of the public could include, for example, being barred from the Hamilton Public Library system and/or the laying of criminal charges.

**Appeal Procedures**

If the alleged victim and/or the alleged harasser is not satisfied with the resolution, or if the harassment continues:

**Union Staff Member**

Has the right to grieve through the Grievance Procedure in accordance with the CUPE 932 Collective Agreement; such Grievance would be filed at Step Two (2) of the Grievance Procedure.

**Non-Union Staff Member**

Has the right to meet with the **Chief Librarian** and the **Director**, Human Resources and to have a representative of their choice present at the meeting.

**Member of the Public**

Has the right to meet with the **Chief Librarian** and/or the **appropriate Director**.





# Hamilton Public Library

**DATE:** November 4, 2004

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Linda Foley, Director, Human Resources

**SUBJECT:** *Recommendation to adopt revised Workplace Violence Prevention Policy*

---

**RECOMMENDATION:**

**That the attached Library Board Policy addressing Workplace Violence Prevention be adopted as amended.**

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The changes to the policy present no financial/staffing/legal implications.

**BACKGROUND:**

The attached policy has been in force approximately one year, and has been used by our employees to feel free to come forward to report incidents of this nature and/or make complaint. The Library has been complemented by the City for including acts of violence from the public as well as addressing situations between employees.

# 50-2 WORKPLACE VIOLENCE PREVENTION POLICY

Policy Level: Board  
Author: L. Foley  
Revision Date: NEW  
First Approved: November 2003

## **Policy Statement & Purpose**

At Hamilton Public Library, we believe in treating our employees, volunteers, our visitors, and customers, and all other persons carrying on activities in the Library with respect, fairness and sensitivity as a means of fostering a healthy and safe work environment. Violence in the workplace can have devastating effects on the quality of life of all persons and on the efficiency of the Library and therefore Hamilton Public Library is committed to providing a workplace that is free from violence, threats of violence, and other inappropriate behaviours.

The Library is committed to the expenditure of time, attention, and resources to prevent, control and minimize the risk of workplace violence and is also committed to support employees and all persons associated with the Library, who may be exposed to workplace violence.

This policy defines Violence in the Workplace, and identifies the rights and responsibilities of employees and management. It clarifies the steps to be taken in dealing with incidents of violence as defined by the policy, and encourages all employees to utilize the confidential reporting processes in order that violence, threats of violence or other inappropriate behaviours can be addressed.

The intent of this policy is to ensure the provision of a healthy, safe and violence free workplace and to ensure that all workplace parties are familiar with the definitions of workplace violence and their roles in its prevention and in corrective action. The Library commits to comply with the following relevant legislation governing workplace violence in Ontario:

- The Ontario Occupational Health and Safety Act;
- The Criminal Code of Canada;
- The Ontario Human Rights Code;
- The Workplace Safety Insurance Act, 1997; and
- The Municipal Freedom of Information and Protection of Privacy Act

## **Scope:**

This policy applies to all employees of the Hamilton Public Library, including but not limited to temporary and contract employees, consultants, volunteers, students, and Library Board members.

Members of the general public, visitors to Library facilities, or individuals conducting business with the Hamilton Public Library, are also expected to behave in an appropriate

manner towards each other and our employees. For dealing with patrons please refer to Volume 1, Public Policies and Procedures, 7-8 Problem Behaviour.

The Library will take any necessary steps to ensure a workplace free from violence.

### **Definition of Workplace Violence**

Violence in the workplace shall be defined as any act of aggression, or implied act of aggression, that causes physical or emotional harm, including physical assault and threatening behaviour. A violent incident is any incident, in which an employee is threatened, harassed (such as being followed, sworn at or shouted at), assaulted by infliction, injury, or damage to property or threatened damage to property.

It is important to note that workplace violence can occur outside of work settings. It can occur during work-related functions at off-site locations such as conferences, social events, or visits to customer/clients' homes. It can also happen in an employee's home, yet be work related; for example, threatening or obscene telephone calls from co-workers or managers.

Workplace violence can be committed by anyone; employees, supervisors, managers, volunteers, customers, students, contract workers, visitors, families or friends of employees, or unauthorized intruders.

### **Roles and Responsibilities of Workplace Parties**

All employees share the responsibility to support a violence free workplace. All employees must not threaten violence or engage in any violent behaviour in the workplace, or at any work related functions, or in any other circumstances. The particular responsibilities of the employer, management and employees are specified as follows.

#### **Employer Responsibility**

1. Providing a workplace free from all forms of violence, threats of violence, intimidation and other disruptive behaviour.
2. Providing violence awareness education to all employees, including training in conflict resolution and violence prevention for managers and supervisors where appropriate.
3. Creating an environment that encourages prospective complainants and witnesses to report all incidents of violence and to ensure that the policy and procedures described are adhered to.
4. To review the policy and related prevention programs annually.

#### **Management Responsibility**

1. Management staff is expected to provide a workplace free of violence. They must ensure that violence is not tolerated, ignored or condoned.
2. Management staff is responsible for not only their own actions, but also for dealing with the actions of staff under their supervision.
3. Management shall immediately report acts of violence and any serious threats, which a reasonable person would consider potentially dangerous, made against them or witnessed by them. Notification can be made to their immediate manager/supervisor or directly to the Manager of Human Resources. Security must also be contacted. Call the Police if there has been an incident involving assault, battery, the presence of weapons, or any other incidents of criminal behaviour.
4. Any individual may take immediate action when the safety or security of anyone is threatened and time is critical. Such action may include notification of Security or the local Police (911). If violence occurs or if management staff becomes aware of violence in the workplace, or the threat of violence, action must be taken in



accordance with this policy. Action may include contacting the Police, or to send the perpetrator home (if employee) or otherwise separate the parties, pending an investigation.

5. Management staff must approach an employee if violence or the threat of violence is suspected because some employees may be embarrassed or reluctant to complain. In some circumstances, it may be necessary for management staff to initiate investigations or complaints if the employee who is the victim of violence is reluctant or too frightened to do so. Assist Human Resources in investigation of complaint and/or incident.
6. In consultation with the Human Resources Department and the Joint Health and Safety Committee, conduct a Risk Analysis of work areas thought to be at risk of violence. Ensure appropriate measures or procedures identified in the Risk Analysis are implemented to minimize incidents of violence and to ensure the safety of employees.
7. In consult with Human Resources, discipline those employees found to have violated this policy up to and including dismissal.
8. In consultation with the Human Resources Department, provide employees who have been subjected to workplace violence with appropriate supports, e.g., Employee and Family Assistance Program.
9. In consultation with the Human Resources Department, provide co-workers of an employee who has been subjected to workplace violence, with appropriate supports as required.
10. Attend educational and training sessions on violence prevention and conflict resolution provided by the Hamilton Public Library.

### **Employee Responsibility**

1. Employees share the responsibility to ensure that their work environment is free from violence.
2. Employees shall immediately report acts of violence and any serious threats, which a reasonable person would consider potentially dangerous, made against them or witnessed by them. Notification can be made to their immediate manager/supervisor or directly to the Manager of Human Resources. Security must also be contacted. In situations involving assault, call local Police (911).
3. Individuals must report concerns about unusual or threatening behaviour, even though such behaviour is not perceived as a direct threat or an immediately dangerous situation.
4. Reports of Violence must be written and should be made as soon as possible after the incident.
5. This report will remain confidential, with the exception of the necessary steps to ensure the safety of others and prevention of re-occurrence. For example, a police report can be made at the discretion of the person receiving the complaint.
6. Must co-operate fully in any investigation of a complaint
7. Any individual may take immediate action when the safety or security of anyone is threatened and time is critical. Such action may include notification of Security or the local Police (911).
8. Attend educational and training sessions on violence prevention and conflict resolution provided by the Hamilton Public Library.

### **Compliance**

All incidents must be filed in writing using the Emergency Incident Form. All forms are to be sent to the Chief Librarian, Business Administrator (responsible for Security & Facilities), and Human Resources Manager. Any employee who is found to have violated this Violence in the Workplace Policy will be disciplined according to the severity of the actions, up to and including dismissal.



## **Reprisal**

Any form of retaliation against a complainant or a witness will be considered a serious violation of this policy and will not be tolerated. Such retaliatory actions will be subject to disciplinary action.

## **Trivial, Frivolous or Vexatious Complaints**

The Hamilton Public Library prohibits complaints that are trivial, frivolous, and vexatious or made in bad faith. Any employee found to have lodged, or otherwise supported such a complaint will be subject to appropriate disciplinary action.

## **Confidentiality**

The Hamilton Public Library will make every effort to ensure confidentiality of employees involved in a workplace complaint or incident. Confidentiality extends to all records relating to complaints, including but not limited to meetings, interviews and investigation results. Breaches of confidentiality will be subject to appropriate disciplinary action. Complainants, respondents and witnesses will be advised to maintain confidentiality concerning complaints, or incidents. Any record of discipline which occurs as a result of a complaint or incident will be included in the disciplined employee's file. However, all records are subject to disclosure as may be required by legislation or a court of law.

## **Definitions Associated With Workplace Violence:**

- **Assault** is any wilful attempt or threat to inflict injury on another, coupled with an apparent ability to do so; any intentional display of force that causes the victim to fear immediate bodily harm.
- **Battery** occurs when a person actually and intentionally touches or strikes another person against the will of the other, or; intentionally causes bodily harm to another person.
- **Complainant:** Any party who makes a complaint. Complainants have the right to confidential advice from the Human Resources Department.
- **Employee:** All employees of the Hamilton Public Library, union and non-union, including but not limited to temporary and contract employees, consultants, volunteers, and students.
- **Frivolous:** Characterized by a lack of seriousness or sense; of little or no weight, worth or importance, not worthy of serious notice.
- **Harassment or Abusive behaviour:** is a threat, obscenity, or other negative communication or action. See 50-1 Workplace Harassment.
- **Management Staff:** Any individual responsible for directing the work of others, including but not limited to Board of Directors, Chief Librarian, Administration,

Managers, Supervisors and team leaders. These individuals are considered a part of the "directing mind" of the organization and the Hamilton Public Library could be held liable by a court or tribunal if these employees violate this policy, or do nothing to stop violence in the workplace.

- **Perpetrator:** An individual who threatens or commits an act of violence.
- **Physical attack:** an aggression resulting in a physical assault/abuse with or without the use of a weapon. Physical violence is defined as aggravated assault, assault, sexual harassment, gestures, kicking, pushing, biting and/or spitting. Violence also includes acts and threats of aggression resulting in physical or psychological damage, pain, or injury to a worker.
- **Poisoned work environment** is a hostile and abusive work environment resulting from harassment by comment or conduct that ridicules or demeans an individual or specific group of employees; for example, racial slurs or derogatory comments about sexual orientation.
- **Respondent:** Any party who is the subject of a complaint (i.e. a complaint is made against them). The Human Resources Department is available to respondents for confidential advice.
- **Sexual assault** is the use of threat or violence to force one individual to touch, kiss, fondle, or have sexual intercourse with another.
- **Threat** (verbal or written) is a communicated intent to inflict physical or other harm on any person or to property by some unlawful act. A direct threat is a clear and explicit communication distinctly indicating that the potential offender intends to do harm, for example, "I am going to make you pay for what you did to me." A conditional threat involves a condition, for example "If you don't leave me alone, you will regret it". Veiled threats usually involve body language or behaviours that leave little doubt in the mind of the victim that the perpetrator intends to harm.
- **Trivial:** Of very little importance or value; insignificant.
- **Vexatious** Causing irritation or annoyance by causing trouble; intended to harass.