

## MANAGEMENT REPORT



Date: January 8, 2015  
Author: Jacqueline van Dyk

Meeting date: January 22, 2015  
To: Library Board  
From: Jacqueline van Dyk – Director, Library Services

Subject: **SUMMARY REPORT OF 2014 NVDPL BOARD GOVERNANCE ACTIVITIES**

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### **SUMMARY**

This report outlines the 2014 NVDPL Board governance activities conducted in 2014.

### **PURPOSE**

This report is for background information for the 2015 Board.

### **RECOMMENDATION**

That the 2015 Board receive this report for information.

### **POLICY**

The Library's approved policies are available at [www.nvdpl.ca/policies](http://www.nvdpl.ca/policies). The Library Board Policies are appended to this report for easy reference. *Appendix I*

The Board's "Criteria and Strategy for Policy Review" is also appended to this report. *Appendix II*

### **BACKGROUND**

The Board's Governance Committee was established in 2012, following discussions about the need for this focus at the 2012 Board retreat.

Terms of Reference for the Governance Committee:

#### **Governance Committee: (Approved by Library Board, March 14, 2013)**

The Library Board Chair, in consultation with members of the Board, shall appoint a committee annually for the purpose of overseeing key governance processes of the Library and providing

recommendations in this area to the Library Board. These processes include trustee succession planning and development, Board effectiveness assessment and improvement, strategic planning, policy development and review, and risk identification and management.

The Chair shall be selected by the membership of the Committee at its first meeting of the year.

The Governance Committee is responsible for:

1. Trustee succession planning including identifying desirable attributes for Board trustees and recommending new trustees.
2. Ensuring there is adequate orientation, training and development of trustees
3. Ensuring the Board is performing effectively including overseeing periodic Board self-assessments and the identification and implementation of agreed upon improvement initiatives
4. Ensuring that there is an effective strategic planning process for the Library to use in developing its strategic plans
5. Ensuring that the necessary Board-level policies for the Library are in place and periodically reviewed.
6. Ensuring that major risks that could affect the Library's ability to achieve its Mission are identified, assessed and presented to the Board.

### **STRATEGIC IMPLICATIONS:**

Robust governance, based on principles of transparency and accountability, is critical to the Library's ability to deliver on the Strategic Framework.

### **DISCUSSION**

Work of the Governance Committee focused on three areas in 2014:

1. Ensuring an active and meaningful process to articulate the library's strategic framework, thus providing guidance for the development of policies and strategic plans in 2015.
2. Ensuring a thorough and consultative process for board policy development.
3. Trustee recruitment and assessment

Following an extensive yet focused process, the Board adopted its new Strategic Framework in September 2014. The framework is appended to this report. [Appendix III](#)

Supported by staff, the Governance Committee developed a document to guide the work of differentiating "policy" from "procedure": *Criteria and Strategy for Policy Review*. This approach was formally adopted by the Board at its September 11, 2014 meeting. This piece of work also provided the opportunity to further develop the Board and its understanding of its roles and responsibilities.

Working from this guide, an approach and timeline for the review of Personnel and Financial Policies were developed. These two documents are also appended to this report. [Appendix IV & V](#)

Reviews of Personnel and Financial policies are currently on hold, pending the establishment of working guidelines and principles for DNV-Library collaborations in developing and harmonizing the Personnel and Financial policies with those of the District. The proposed policy review approach for these two areas may require adjustments following these discussions.

Policies adopted by the Board in 2014:

- Policy 5.2 – Library Board
- Policy 5.3 – Operation of the Board
- Policy 5.4 – Terms of Reference for the Finance & Infrastructure, and Governance Committees
- Policy 5.5 – Trustee Recruitment
- Policy 5.6 – Trustee Development
- Policy 3.13 – Charges and Fees (annual review)

Policies developed by the Governance Committee for recommendation to the Board in 2015:

- Policy 3.5 – Services
- Timeline for the Operating Policies review [Appendix VI](#)

Policy reviewed by the Governance Committee in 2014, with a recommendation of “no change required”:

- Policy 5.1 – Library Act

## **FINAL REMARKS**

Necessarily, the collaborative work between the Library and the DNV, as well as Board development and the continued advancement of good governance practices, will be a major focus in 2015.

Clarifying roles and developing suitable policy is another important component in ensuring a responsible and respectful approach to the Library’s governance and relationship with its funder and our shared desire for a strong library system.

## Appendix I

### Library Board Policies

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#### 5. **LIBRARY BOARD**

##### 5.1 **LIBRARY ACT**

The North Vancouver District Public Library operates under the Library Act of the Province of British Columbia (S.B.C. 1994, C. 31, Part 2, Municipal Libraries) and Regulation 467/94.

The complete Act and Regulation is in Appendix I.

##### 5.2 **LIBRARY BOARD**

**(Revised policy approved by Library Board September 11, 2014)**

The Library Board is established in accordance with the Library Act. The Library Act defines the roles and responsibilities of trustees and is the Library Board's overarching guide to governance. The work of the Library Board is governance, policy and strategic direction. In accordance with the Library Act, the Library Board establishes the policies that ensure the effective management and operations of the library; hires the Director of Library Services to implement the policies and to manage the daily operations of the library; enters into collective agreements with employees; and has overall fiscal responsibility for the library, including presentations such as budget requests to Council. The Library Board represents the interests of the community and on their behalf monitors the risks to, and success of, the library.

The Library Board consists of nine members appointed by the Mayor and Council for two year terms (up to a maximum of eight years). One of the members is a Councillor representing Council. This is a one year appointment that can be renewed. Library Board members will be appointed to various Board standing committees and to, or be the liaison with, other relevant organizations.

The Library Board meets once per month throughout the year with the exception of a summer break in either July or August. The Director of Library Services is Secretary to the Board and provides reports and recommendations to the board in order to assist them in their work. Library Board meetings, with the exception of in camera sessions, are open to the public. Public meeting times, as well as agendas and minutes, are posted to the library's website.

### **5.3 OPERATION OF THE BOARD**

**(Revised policy approved by Library Board September 11, 2014)**

**5.3.1** At the first meeting in January of each year the Board shall elect a Chair and Vice-Chair, who will be eligible for re-election for a further one-year term. In general, the Chair should hold office for no more than two consecutive years, unless the board waives the limitation.

**5.3.2** At this first meeting the Chair may also make the following appointments:

- InterLINK (Director and Alternate)
- Friends of the Library (Liaison)
- North Vancouver Board of Education (Liaison)
- Finance and Infrastructure Committee (standing committee)
- Human Resources Committee (standing committee)
- Governance Committee (standing committee)
- Advocacy Committee (committee of the whole)

In consultation with members of the Board, the Board Chair shall appoint all committees. The Board chair shall be ex-officio member except the Human Resources and Advocacy committee, where the Board chair is a full voting member. The Chair may make further appointments to any ad hoc committees as deemed necessary.

**5.3.3** Committees assist Board activities by doing the groundwork and research in designated areas of concern for library policy, and making recommendations on that policy to the full Board where the final decisions are made.

**5.3.4** The Director of Library Services acts as Secretary to the Board.

**5.3.5** The Board appoints the Director of Library Services as principal administrator of library services for the District of North Vancouver.

**5.3.6** The Board usually meets monthly. Special meetings are at the call of the Chair.

**5.3.7** In consultation with the Board Chair, the Secretary to the Board prepares the agenda and all documentation for Board meetings. Board packets are distributed five days before the meeting.

**5.3.8** Board members wishing to have an item placed on the agenda should inform the Board Chair or Director of Library Services one week prior to the meeting.

**5.3.9** The agenda for all meetings is posted on public bulletin boards in each Branch and on the notice board in the District Hall on the Friday prior to a regular Library Board meeting.

**5.3.10** Except for in camera sessions that relate to personnel, labour relations or other topics as outlined in Section 242.2 of the Municipal Act, Board meetings are open to the public.

**5.3.11** The Board uses the latest edition of [Robert's Rules of Order](#) as its parliamentary manual.

**5.3.12** Delegations:

The Library Board welcomes community members and delegations and will facilitate public input at regular Board meetings.

- a) Requests to appear at a board meeting are received and scheduled by the Director of Library Services.
- b) Any member of the public may be a delegation or send correspondence, either on his or her own behalf or as a representative of an organization or group, to present information, a viewpoint, or a concern regarding matters that are the responsibility of the Board.
- c) Correspondence will be acknowledged and circulated to all members of the Library Board at a subsequent meeting.
- d) Delegation appearance and subject will be noted in the agenda and minutes.
- e) The Board reserves the right to limit the number of delegations (scheduled and unscheduled) per meeting.
- f) Scheduled delegations will be allowed a maximum of two speakers and a total of 5 minutes to make their presentation. In certain circumstances the chair may make exceptions.
- g) Unscheduled delegations will be scheduled as deemed possible by the chair.
- h) The Board asks questions to seek clarification or for more information.
- i) The Board may refer delegations or correspondence to the Director of Library Services for further review or resolution.
- j) Delegations may choose to remain for the balance of the public meeting, but may not speak to other items on the agenda.

**5.3.13** The Board will undertake self-evaluations to ensure the quality of board meetings, that the Board is fulfilling the Library Act, and that it is effectively meeting the needs of the community and the governance of the library.

The Director of Library Services is responsible for recommending the self-evaluation tool and process and the Board is responsible for its execution, consideration of its results, and the implementation of any subsequent board development action plans.

Board self-evaluations will:

- take place regularly and at least annually, preferably in October
- examine both strengths and weaknesses
- inform the board development action plans
- be collected, summarized and presented, by the Director of Library Services, at the following board meeting for discussion

#### **5.4 BOARD COMMITTEES**

##### **Finance and Infrastructure Committee:**

**(Approved by Library Board September 11, 2014)**

Structure and Meetings: The Library Board Chair, in consultation with members of the Board, shall appoint a Finance and Infrastructure Committee (FIC) annually for the purpose of supervising and monitoring the financial and infrastructure matters of the Library and reporting the same to the Library Board.

The Chair shall be selected by the membership of the Committee at the first meeting of the year.

The predominant structure is that Committee recommendations are determined by consensus not by voting; however, if a vote is required the representative from Council, due to issues of conflict shall not be entitled to vote.

The committee will meet as needed, but at least quarterly.

Financial and Budgetary Duties: The FIC, and the Director of Library Services (or designate), shall, on a quarterly basis, examine the financial statements and other financial information and report to the Library Board.

The FIC shall review the annual operating and capital budgets, prepared by the Director of Library Services, and report with recommendations to the full Board.

The FIC, in consultation with the Director of Library Services, shall review and may authorize emergency or non-budgeted expenditures on behalf of the Board based on the authorization levels outlined in the Finance policy.

The FIC can, at its discretion, convene an annual meeting with the Director of Library Services and the DNV CFO for budget development discussions.

Fundraising and Donations: The FIC reviews, on a quarterly basis, all donation and fundraising funds received by the Library and, where applicable, makes recommendations on the proposed disposition of those funds.

The FIC annually reviews the activities of the North Vancouver District Public Library Endowment Fund and the management of the Fund by the North Shore Community Foundation, along with any other endowment funds.

**Governance:** The FIC is to be notified, on a timely basis, by the Director of Library Services of any errors in Library compliance filings or payments (including, but not limited to annual donation receipts, the annual Charitable Tax Return, and required payroll remittances and filings).

The FIC meets, in a timely manner, with the District CFO and the Director of Library Services to review the annual audited financial statements and SOFI filings of the Library. The FIC shall make recommendations pertaining to these items to the Library Board.

The FIC receives any management letter or other communication from the internal and external auditors, and responds if required.

The FIC reviews, on an annual basis, the financial policies of the Library and makes recommendations for adoption or changes to the Library Board.

**Infrastructure:** The FIC reviews and sets priorities for significant facility and technology projects that are in alignment with strategic and financial planning. This includes immediate and long-term planning and policy development as related to infrastructure including:

- buildings and physical plants;
- equipment, information and communication systems;
- assets employed to deliver library services.

The FIC is responsible for monitoring that the infrastructure of the Library is in, and remains in, compliance with statutory and regulatory standards by receiving notification of any exceptions to this compliance from the Director of Library Services quarterly.

At its quarterly meetings the FIC will review and monitor risk assessment, particularly in (but not limited to) the areas of information technology, buildings and facilities.

### **Human Resources Committee:**

**(Approved by Library Board November 13, 2014)**

The Library Board Chair, in consultation with members of the Board, shall appoint a Human Resources Committee annually, comprised of the Board Chair, and two other Board members, for the purpose of monitoring and reviewing personnel matters of the Library. The Chair shall be selected by the membership of the Committee at its first meeting of the year.

Monitoring and reviewing personnel matters of the Library includes:

- Reviewing the content and scope of the Library's Personnel policy and any other policies that may involve or impact human resource management and development
- Recommending policy changes to the Board
- Being apprised of any potential risks in the area of human resource management, such as those pertaining to human rights, morale issues, and legal obligations such as mandated by Work Safe BC

The Human Resources Committee shall manage all human resource issues relating to the Director of Library Services, including recruitment, hiring, the setting of expectations and performance goals, the regular review of expectations and performance goals, the conducting of the annual Performance Review and the termination process.



In the annual Performance Review of the Director of Library Services, the Human Resources Committee is responsible for:

- Gathering and collating Board feedback on the Director of Library Services 'performance
- Reviewing and providing a formal evaluation of the Director of Library Services' annual goals and performance outcomes
- Reviewing the total compensation package and making recommendations to the full Board regarding any changes
- Developing and revising the performance review system as needed.

The Human Resources Committee may participate in and assist the Director of Library Services with any significant Labour Relations issues. According to the BC Library Act, this may include the hiring and dismissing of employees, entering collective agreements with employees and setting the terms of their employment, including fixing their remuneration and duties.

**Advocacy Committee:**

**(Approved by Library Board February 11, 2010)**

The Library Board Chair in consultation with members of the Board shall appoint a committee annually for the purpose of advocating on behalf of the Library. Advocacy is about saying to potential partners, funders, and community groups that “your agenda will be greatly assisted by what the Library can offer” Within the framework of the Library’s strategic plan, this committee will work with the Director of Library Services, Staff, Friends of the Library and other relevant groups and make reports back to the Board.

The Chair shall be selected by the membership of the Committee at its first meeting of the year.

The committee goals are to:

- To raise awareness and “tell the story” of NVDPL in the community
- To build on the existing relationships with government funding bodies, partner organizations and other groups and institutions
- To guide and monitor any fundraising initiatives on behalf of the Library

**5.4.1 OPERATIONS OF STANDING COMMITTEES**

- .1 Where Director of Library Services and Board Chair are ex-officio members, they attend committee meetings, but do not have a vote. The Board Chair is a voting member of the Human Resources Committee.
- .2 Director of Library Services will send out notice of committee meetings and agenda, take minutes at meetings, and send out minutes to committee members.
- .3 Motions must be made (but need not be seconded) and voted on at committee meetings.

- .4 Once a committee has decided on its recommendations to the full Board, it is up to the Director of Library Services to put these recommendations in an acceptable form for the committee chair to present at the Board meetings.

#### **5.4.2 AD HOC COMMITTEES**

**(Approved by Library Board March, 2002)**

The Library Board may appoint special or ad hoc committees to solve problems of limited duration. An ad hoc committee is special one-task, short-term committee, which has a definite length of term. Some members of an ad hoc committee may be drawn from outside the Library Board but the committee operates in the same manner as a standing committee.

#### **5.5 TRUSTEE RECRUITMENT POLICY**

**(Revised policy approved by Library Board March 13, 2014)**

The Board is comprised of Trustees who are appointed by Council in accordance with the Library Act, and with North Vancouver District policies and guidelines. These policies and guidelines describe the role of the Library and the incumbent Board in the recruitment of new Board members to fill vacancies. Trustees are recruited in such a manner to ensure complete understanding of the duties, roles and obligations of a trustee and the commitment required to carry them out.

The District of North Vancouver describes the mandate of the Library in the following manner:

“To manage, regulate and control the library service and in particular be responsible for maintaining and supporting the existing library, and to establish, equip and maintain library branches as required. To set policies, rules and regulation under which the Director of Library Services and staff operate the library.”

There is a District of North Vancouver code of ethics that applies to Board members as well as Council and other advisory committees that new Trustees must sign when they are appointed to the Library Board.

The Governance Committee will, in collaboration with the District, engage in the recruitment process. When a vacancy exists, the Committee will determine desirable key skills, experience and perspectives and an appropriate process to aid in the recruitment and assessment of potential trustees. In addition to any actions taken by the District to publicize opportunities to serve on the Library Board, the Library shall:

- Actively promote Board service opportunities through various channels.
- Provide information (written, web site and/or in a meeting format) to all interested parties. This information should include background on the library, such as the Annual Report and Strategic Plan, as well as details regarding the roles and responsibilities of a Trustee.

- Invite interested persons to contact the Director of Library Services or the Governance Committee Chair for more information. The Director and the Governance Committee Chair shall make themselves available to answer any inquiries from candidates on an individual or group basis.
- The applications for Trustee will be reviewed by the Director of Library Services to ensure minimum requirements are met: all trustees must be a resident or elector in the District of North Vancouver and must not be an employee of the District or the Library.

Applications of remaining applicants will be reviewed by the Director and the Governance Committee. The criteria for assessing candidates will include:

- has a strong interest in the Library and its important contribution to the community
- is ready and able to devote the necessary time and effort to Trustee duties
- supports Library's Mission, Vision, Values and Strategic Plan/direction
- understands the role of governance
- works well with others and in a Committee environment
- willing and able to act as an effective advocate for libraries
- comfortable working at a high/strategic level
- will seek to decide issues in the best interests of the Library
- is connected and influential within the North Vancouver District community
- has high ethical standards and integrity
- is able to communicate via the computer
- any gaps on the Board in key relevant skills, experience or geographic representation

The Governance Committee will provide its recommendations, via the Director of Library Services, to Council, in confidence, with a brief report indicating those candidates who, in its view, are suitable and preferred candidates for Trustee. Again, the decision for appointment is the responsibility of Council.

## **5.6 TRUSTEE DEVELOPMENT POLICY**

**(Revised policy approved by Library Board March 13, 2014)**

Orientation and ongoing training and development are essential for both new and experienced trustees in a changing library environment.

Orientation starts during the application and assessment process for new trustees. Relevant information about the role and expectations of a Trustee, the time requirements and the Library's direction and vision are made available during the recruitment process.

Upon appointment, new Trustees will meet with the Director and Board Chair before the first Board meeting to cover items such as those assumed in the Trustee Orientation Program (TOP) training

material. Recent minutes, testimonials from previous Trustees and Reference/Orientation Binder may also be made available. If they wish them, new Trustees can be assigned more experienced Trustees as mentors.

Training and Development is ongoing. All new Trustees are asked to attend the BCLTA TOP training program as soon as possible. All Trustees will be kept informed of relevant Conferences and Courses and some funds will be available for participation in these.

The Board is committed to ongoing development of Trustees. By June of the second year of their term, each Trustee should meet with the Board Chair to discuss their interest in being re-appointed and, if so, how they wish to contribute going forward and any desired development to help them improve.

Additionally, the Board Chair and Director of Library Services will inform Trustees of possible conferences (e.g., BCLA/BCLTA) and relevant workshops. For information on expense reimbursement, see FINANCE POLICY, Expense Allowances. Trustees who attend events at the Library's expense are expected to report briefly to the Board on matters that may be relevant for NVDPL.

## Appendix II

### Criteria and Strategy for Policy Review

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The following action item was recorded in the minutes of the March 11<sup>th</sup>, 2014 Governance Committee meeting under agenda item 9.1. *Status of reviews of Operating, Finance and Personnel sections.*

*ACTION: Jacqueline van Dyk is to address Policy 3 – Operating Policies and suggest criteria for determining policies that the Director can approve and those requiring Board approval.*

#### **Policies and Procedures**

The *BC Library Act* states (in part), under the section “General powers and duties of library board”, that the library board “may make rules for managing its business and for regulating the use of its facilities and services by the public”.

This is generally interpreted as the Library Board sets **policy**. Policy states what the Board intends to do to implement its mission. Policies are an expression of the Board’s philosophy and intention in directing the delivery of library service to the community. Policies provide consistency, control and legal protection.

The *BC Library Act* states, under the section “Powers and duties of chief librarian”, that the chief librarian has (a) has general supervision and direction of the municipal library and its staff, (b) is the secretary to the library board, and (c) has the powers and duties the library board assigns to the chief librarian from time to time.

This is generally interpreted as the Library Director is delegated, by the board to establish **procedures**. Procedures are instructions on how policy is to be executed in day-to-day operations of the library. Procedures refer to specific policy (but there is not necessarily a one-on-one relationship) and must be in alignment with the policy. This ensures that all procedures and their subsequent actions are library mission oriented.

As the secretary to the board it is also the chief librarian’s duty to inform the board of policy impact, to support the board with policy review, and to draft policy for the board’s consideration.

As well, while the library board has full management responsibility for the development of policies, professional library staff may support the work of the board by drafting policy statements for board consideration.

<b>CRITERIA FOR POLICY</b>	<b>CRITERIA FOR PROCEDURE</b>
It is a rule or guideline for achieving the philosophy of the board (Mission statement and strategic planning).	It is a set of instructions for implementing rules that meet the intent of policy.
Does not have step-by-step structure – is at a higher level and discusses intent and outcomes.  One policy may result in more than one procedure.	Usually only designed to address the out-puts or outcomes of one task.
Provides an understanding of: <ul style="list-style-type: none"> <li>• What the policy addresses (such as internet use);</li> <li>• who is responsible for the policy and</li> <li>• why the policy exists.</li> </ul>	Provides clarity on: <ul style="list-style-type: none"> <li>• who performs the procedure;</li> <li>• the steps needed to be taken to accomplish the instructions;</li> <li>• when the procedure would take place and</li> <li>• how it is performed.</li> </ul>

## **Strategy for Policy and Procedure Review**

1. Have a clear understanding of the Vision and Mission of the Library – all policies must provide clarity, consistency and a level of control that results in procedures and actions that will help the library achieve its Mission and be in alignment with its Vision. This is well underway with the work being done on the Vision, Mission, Values and a strategic framework.
2. Work with the Committee (bring to them an outcomes driven process) to prioritize the policies that are most likely to put the Vision and Mission or day-to-day management of the Library at risk.
3. Develop a process/check list that ensures that the Chief Librarian and/or staff completely understand the Board's intent for the policy and outcome for the delivery of library service.
4. Set a timeline for draft policies to come back to the Committee and Board for consideration.
5. Absolutely meet all timelines.
6. The Board delegates the drafting of policies to the Chief Librarian and professional staff.
7. Draft policies should be presented to the committee and board as complete and discreet entities of work for consideration – the Board's intent should be fully reflected in the draft and the drafts should need very little word-smithing from the Board members.



North Vancouver District  
Public Library

# Strategic Framework

## What we do

Connecting community, fostering knowledge, inspiring stories.

## Where we're going

A flourishing community connects more, learns more, inspires more.

## Who we are

### We believe in

- Supporting human potential and enabling excellence
- Building community and relationships
- Nurturing innovation while honouring tradition
- Embracing exploration, creativity and fun

### Our guiding principles

- Intellectual freedom
- Lifelong learning and the love of reading
- Equitable access for all
- Sustainability

### Our strengths

- The Library as a welcoming, inclusive place
- A diverse collection that is responsive to community needs
- Current and adaptable technology
- Supported and empowered staff

## How do we get there?

### 1. Inspire and support a community of learning and culture of reading

*We know we're successful when:*

Facilitated by the Library, community members are learning more, reading more, and feeling more connected to their community.

### 2. Provide engaging spaces to create knowledge and share stories

*We know we're successful when:*

Using innovative, engaging spaces and tools provided by the Library, community members are discovering their creativity, creating knowledge, and sharing stories.

### 3. Support the development of digital literacy and digital creativity

*We know we're successful when:*

Any community member can gain digital literacy and creativity skills to participate effectively in the digital world.

### 4. Foster a culture of community collaboration

*We know we're successful when:*

We are collaborating with community members, working with the community to share, connect and flourish.

### 5. Nurture an engaged, adaptive organization

*We know we're successful when:*

We are continuously learning, embracing opportunities to experiment, and evaluating and measuring outcomes and impacts of Library services.

Adopted September 2014

## Appendix IV

### Criteria and Strategy for Personnel Policy Review

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#### Policies and Procedures

The *BC Library Act* states (in part), under the section “General powers and duties of library board”, that the library board “may make rules for managing its business and for regulating the use of its facilities and services by the public”.

This is generally interpreted as the Library Board sets *policy*. Policy states what the Board intends to do to implement its mission. Policies are an expression of the Board’s philosophy and intention in directing the delivery of library service to the community. Policies provide consistency, control and legal protection.

The *BC Library Act* states, under the section “Powers and duties of chief librarian”, that the chief librarian has (a) has general supervision and direction of the municipal library and its staff, (b) is the secretary to the library board, and (c) has the powers and duties the library board assigns to the chief librarian from time to time.

This is generally interpreted that the Chief Librarian, or in the case of NVDPL the Director of Library Services, is delegated, by the board to establish *procedures*. Procedures are instructions on how policy is to be executed in day-to-day operations of the library. Procedures refer to specific policy (but there is not necessarily a one-on-one relationship) and must be in alignment with the policy. This ensures that all procedures and their subsequent actions are library mission oriented.

As the secretary to the board it is also the chief librarian’s duty to inform the board of policy impact, to support the board with policy review, and to draft policy for the board’s consideration.

As well, while the library board has full management responsibility for the development of policies, professional library staff may support the work of the board by drafting policy statements for board consideration.

CRITERIA FOR POLICY	CRITERIA FOR PROCEDURE
It is a rule or guideline for achieving the philosophy of the board (Mission statement and strategic planning).	It is a set of instructions for implementing rules that meet the intent of policy.
Does not have step-by-step structure – is at a higher level and discusses intent and outcomes.	Usually only designed to address the out-puts or outcomes of one task.
One policy may result in more than one procedure.	
Provides an understanding of: <ul style="list-style-type: none"> <li>• What the policy addresses (such as internet use);</li> <li>• who is responsible for the policy and</li> <li>• why the policy exists.</li> </ul>	Provides clarity on: <ul style="list-style-type: none"> <li>• who performs the procedure;</li> <li>• the steps needed to be taken to accomplish the instructions;</li> <li>• when the procedure would take place and</li> <li>• how it is performed.</li> </ul>



## Strategy and Approach for Personnel Policy Review

1. The Board delegates the drafting of policies to the Director of Library Services and staff.
2. Begin with an understanding of:
  - a. The Board's legal and moral obligation to the operations of the Library and to the staff according to the Library Act
  - b. The policy direction of the Board
  - c. Policy implications for alignment with the Strategic Framework
  - d. The Collective Agreement
3. Establish that the components of the Personnel policy are integrated.
  - a. It is recommended that the committee review and recommend the policy as one recommendation to the Board, rather than as a series of ongoing changes.
4. Review the Personnel policies of similar organizations for:
  - Standards and examples of clarity of language
  - Standards and examples of clarity of concepts
  - Simplicity – what is necessary and what creates undesirable complexity
  - Organization of the information – ease of navigation supports ease of understanding
5. Work with the Library's HR Consultant
  - a. The HR Consultant has recommended that the Library review and possibly adopt/adapt some policy language and intent from the District Hall's human resource policies.
  - b. This collaborative approach will support the Library being in alignment with the Hall for current practices in regards to job competitions, mediation processes, and legal frameworks. This collaborative approach was successful for the development of the Library's Positive Workplace: Anti-Bullying and Harassment Policy.
6. Provide updates to the HR Committee.
  - a. The HR Committee will set the timing of specific check-ins to monitor the work of the review.
7. The Director of Library Services will communicate the scope and intent of the work to the Union.
  - a. Transparency is important to the Library and open communication with the Union in regards to Personnel policies demonstrates the Library's values and will result in stronger policies.
8. Draft policies should be presented to the committee and board as complete and discreet entities of work for consideration – the Board's intent should be fully reflected in the draft and the drafts should need very little word-smithing from the Board members.

## Recommended Timeline and Deliverables – Personnel Policy Review

TASK	DELIVERABLE	ACCOUNTABILITY	DATE
The HR Committee discusses the approach and strategy	Agreement on approach, timelines, and deliverables  Delegate the Personnel policy review and recommendations to the Director of Library Services  Meeting minutes	HR Committee	November 3, 2014
Review: <ul style="list-style-type: none"> <li>• Current policies (Section 7 and 2.7 and 2.8)</li> <li>• Other Library HR policies, and those of the Hall</li> <li>• CA</li> </ul>	Brief outline/list of what is desirable from other policies and what needs to change with current policy	B. Kelly / J. van Dyk	January 6, 2015
First phase of collaboration with HR Consultant	Advisement on HR policy review and development from HR Consultant	B. Kelly / C. McConchie / J. van Dyk	November and December 2014
Update 2014 Committee	Memo on findings from reviewing other library HR policies and the District Hall HR policy  Update committee on any perceived risks to timeline and for any need for a needs for discussion/advisement from the Committee	B. Kelly / J. van Dyk	January 6, 2015
Update 2015 Committee	Memo to committee regarding status of work, any perceived risks to timeline, and any need for discussion/advisement from the Committee	B. Kelly / J. van Dyk	February 11, 2015
Drafting of Policy 2.7 Health and Safety and Policy 2.8 Violence in the Workplace	Draft policy recommendations presented to the HR Committee  *Advisement will be sought from the HR Consultant as to if policy 2.7 and 2.8 should continue to be in section 2 or if they should be in section 7	C. McConchie / J. van Dyk	March 18, 2015
Drafting of recommended Personnel policy (section 7).	Draft Personnel policy recommendations	B. Kelly / J. van Dyk	January through March
Second phase of collaboration with HR Consultant	Advisement from HR Consultant regarding appropriate and effective alignment with the Hall	B. Kelly / C. McConchie / J. van Dyk	February and March
Update Committee	Memo on status of draft Personnel policy including any risks to meeting timelines and any needs for discussion/advisement from the Committee	B. Kelly / J. van Dyk	March 18, 2015
Update Committee	Memo on status of draft Personnel policy including any risks to meeting timelines and any needs for discussion/advisement from the Committee	B. Kelly / J. van Dyk	April 18, 2015
Draft Personnel policy (Section 7) recommendations	Draft policy for Committee review	B. Kelly / J. van Dyk	May 13, 2015
Proposed Personnel policy presented to the Board	Proposed Personnel policy	HR Committee	June 2015 Board meeting

## Appendix V

# Proposed Refresh of Financial Policies

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North Vancouver District  
Public Library

September 5, 2014

TO: Library Board

FROM: Jacqueline van Dyk, Director of Library Services

SUBJECT: Draft Memo of Presentation to Council's Audit and Finance Committee

**MOTION REQUIRED**

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Attached is Nicola McLaren's draft memo for Council's Finance and Audit Committee meeting, outlining her proposed approach to reviewing and implementing the refresh of the Library's financial policies. This presentation was prepared at the request of the CFO for their September 15 meeting.

Under the direction of the Board's Finance and Infrastructure Committee, Nicola's memo is to be reviewed and approved by the Library Board at the September 11 meeting.

Further, it is the Finance and Infrastructure Committee's recommendation was that this presentation remain on the Finance and Audit Committee meeting's agenda for Sept 15, with the memo to be circulated to them on Sept 12 following the Library Board's discussion and approval of the report and its recommendations.

This draft version of Nicola's memo was given to Nicole Deveaux on September 4, 2014 in response to her request to "provide written comments before the meeting". On September 5, 2014 Nicole sent the following email:

"Thank you Nicola for the memo. The process as described is silent on the role of the CFO in the financial governance of the Library and not consistent on some points with the Memorandum of Understanding between the District and the Library Board. Under the circumstances, it would be best to remove it from the agenda for September 15th pending the October 9 meeting on roles and responsibilities. I am confident that once the financial governance is clearly established, the policy refresh and approach will fall into place nicely."

### **RECOMMENDATION:**

**THAT** the draft Memo of Presentation to Council's Audit and Finance Committee be approved as consistent with the Board's intention for the review and redrafting of the financial policies of the Library.



September 4, 2014

TO: District of North Vancouver – Audit and Finance Committee  
FROM: Nicola McLaren, Business Manager  
SUBJECT: Proposed Approach to Refresh the Library's Financial Policies

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**Goal:**

To strengthen the internal controls of the NVDPL financial systems to ensure Library resources are managed efficiently and effectively.

**Desired outcomes:**

- Accuracy and completeness of financial reporting
- Reliability of approval process, ensuring timely and accurate recording of expenditures and revenues
- Adequate segregation of duties and other controls and policies to ensure the reliability of financial information and safeguarding of Library assets
- Creation and establishment of a comprehensive set of policies, procedures and controls to govern the financial recording and transaction cycles of the Library
- Ensuring Library policies are in compliance with the Library Board's Strategic Framework
- Optimization of service delivery to the public

**Background:**

Libraries and library systems world-wide are adapting to changing demographics and increasing public demand for expanded services across a wide variety of technology platforms. In particular, NVDPL is facing significant changes in its patron base due to ongoing development in the District of North Vancouver. The demographics are changing, and new cultural and socio-economic groups will have different needs and will place different demands on the Library for programs and services.

Thriving libraries are no longer the book repositories of the past. They make significant contributions to building community, encouraging the development and sharing of knowledge and information, and nurturing innovation while honouring tradition. The NVDPL Board of Trustees ("Library Board"), with the involvement of Library staff and management, has spent the past several months developing a Strategic Framework, which establishes the vision for the future directions of the NVDPL.

Under the leadership of our new Director of Library Services, Jacqueline van Dyk, a significant change in library approaches and culture is taking place. To best serve those changes, a reorganization of the

management structure has occurred. The previous branch-centred management has been replaced with an interactive, connected management team that has a system-wide focus on the NVDPL as a whole entity. Recognizing that the previous management was missing key skill sets, the recruiting of qualified professionals

for new management roles has created new, emerging opportunities for improved management oversight, improved efficiency in the delivery of programs and services, and better stewardship of the library's resources.

Of particular advantage to the establishment of improved financial policies, procedures and controls is the creation of the position of Business Manager. In addition to duties such as fundraising, procurement, liaising with the DNV on management of Library facilities, and statistical data collection and reporting, this position is responsible for financial oversight and budget compliance monitoring for the Library. The Library now has an internal resource on the management team of a Chartered Accountant who is able to monitor budget compliance, evaluate programs from a business perspective and create and establish improved policies and controls. All of this is to be done in the context of our ongoing relationship with the DNV's Finance Department (and other departments). This combination will enable the NVDPL and its Board of Trustees to operate in co-operation with the DNV and its existing body of policies, but with the autonomy set out in the Library Act.

**Approach:**

As has been identified in the past, there is work to be done to improve the functioning and reliability of the financial reporting, controls and policies at the NVDPL. During the 3 months since I started as Business Manager, I have been reviewing and documenting the existing procedures to determine the status quo and have identified many areas where improved controls are needed. Small changes have been made as identified; the next stage is the overall reshaping and establishment of new policies and the resultant creation of new procedures.

The first area of focus is Governance. The Governance Committee of the Library Board of Trustees is currently working on establishing updated terms of reference for itself and all other Committees of the Board. It is anticipated that this work will be completed by the end of September 2014. On October 9, 2014, our Board is meeting with key personnel at the DNV (including the CAO and the CFO) for a "Roles and Responsibilities" meeting to review these aspects of our inter-relationship to ensure clarity for all parties. Two key components of the current work by our Board of Trustees are therefore:

- Establishment of Governance framework, including the distinction between Policy (set by the Board) and Procedures (Operational processes set by the Director to enact the Policies set by the Board)
- Finalization of the Library's Strategic Framework to guide the Library and the Board in future decisions and directions.

Once these two Board directives have been firmed up and established, the work on financial policy and Library procedures will be able to continue in more detail. The work done a few years ago by the DNV's

Finance Department on drafting new policies for the Library will be a good starting place. However, due to the change in management structure and roles here at the Library, many of the proposed policies no longer align with the Library's organizational structure, and thus significant reworking of the proposed policies is necessary in many cases. My intention is to harmonize Library policies and procedures with existing DNV Policies wherever possible, but to customize them to meet any unique NVDPL needs and circumstances. Such

circumstances include, but are not limited to, our different departments, service delivery requirements, reporting structures, and technology resources.

**Approval and Implementation Process:**

In addition to ongoing updates and consultation with the Finance and Infrastructure Committee (“FIC”) of our Board regarding progress and status of the creation of these policies, my intention is to present proposed revised policies to the FIC at their quarterly meetings. The FIC will then review and make recommendations to the Library Board for adoption of the policies.

The intention is to address policies on specific financial areas at one time and then present logical groupings of recommended policies to the FIC, and from there to the Library Board. The financial areas will be addressed by identifying priorities based on Library operations, effectiveness of current policies and procedures and the needs of other stakeholders.

The policies approved by the FIC and Library Board will then drive the development and testing of new operational procedures at the Library. These will be rolled out and tested in conjunction with the areas of policy that are approved by the Library Board, with the goal being implementation of new procedures within approximately one month of approval of the Financial policy. All financial procedures developed will be approved by the Director of Library Services in consultation with the management team.

The DNV Department of Finance and CFO will be kept informed of any and all changes to policies and procedures, with consultation as these are developed and presented to the Library Board for approval.

**Timeframe:**

My goal is to have all areas of financial policy presented to the FIC and approved by the Library Board over the next year. Resultant procedures for the recording and reporting of financial transactions, as well as operational changes for related financial functions, should therefore be fully in place and functioning by the end of fiscal 2015.

I welcome any questions you may have on this plan to refresh, revise and implement the necessary financial policies and procedures at NVDPL.

Nicola D McLaren, CPA,CA  
Business Manager

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## Appendix VI

### Operating Policies Timeline

POLICY SECTION	RESPONSIBILITY	BOARD COMMENTS	DATE
3.1 Eligibility of Borrowers	A. Freeman / B. Kelly		March 2015
3.2 Conditions of Borrowing	A. Freeman / B. Kelly		March 2015
3.3 Library Materials Loan Policies	A. Freeman / C. McConchie		April 2015
3.4 Confidentiality Policy - Guidelines - Staff Confidentiality	C. McConchie / B. Kelly		May 2015
3.5 Services	B. Kelly		November 2014
3.6 Resource Development	N. McLaren / B. Kelly		
3.7 Complaints Policy	B. Kelly		June 2015
3.8 Children Unattended in the Library	B. Kelly		June 2015
3.9 Food and Beverages in the Library	N. McLaren / B. Kelly		June 2015
3.10 Non-Library Advertising & Distribution of Free Material	A. Freeman		June 2015
3.11 Use of Display Cases	A. Freeman		June 2015
3.12 Library Material Purchases by Library Board and Staff	C. McConchie		June 2015
3.13 Charges and Fees	N. McLaren / B. Kelly		November 2014 November 2015
3.14 Public Internet Usage Limits and Time-Out Software	B. Kelly		June 2015
3.15 Co-Sponsorship of Public Programmes	B. Kelly		June 2015
3.16 Damage to Home Video Equipment	N. McLaren		June 2015
3.17 Use of Library Facilities by Film Companies	N. McLaren		July 2015
3.18 Green Building Operations Policy	N. McLaren		July 2015
3.19 Art Display Policy	A. Freeman		July 2015
3.20 Closing Times	N. McLaren		July 2015