

# **LILLOOET AREA LIBRARY ASSOCIATION GOVERNANCE POLICIES**

Adopted January 17<sup>th</sup>, 2024

**LILLOOET AREA LIBRARY ASSOCIATION  
GOVERNANCE POLICIES**

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## 1.0 Preamble

The Lillooet Area Library Association (“LALA”) functions under Part 4 — Public Library Associations of the Library Act of British Columbia (RS Chapter 264) and serves the residents of the Squamish Lillooet Regional District (SLRD) Areas A and B and the District of Lillooet.

As defined in the Library Act, LALA Board (“Board”) Trustees are elected by members of the Association and the Board is responsible for managing the Library on behalf of the Association. The Board manages LALA in accordance with the written operational and governance policies that guide all aspects of LALA operations and which reflect the needs and expectations of LALA patrons.

This policy manual sets out the policies by which the Board governs LALA. The Board may update these policies if and when the needs and expectations of LALA patrons change or if additional policy clarifications are required.

The Library Act and the Policy Manual of the Board are public documents. They can be accessed on the Library website, or in physical binders available in each branch. Citations to other LALA policy relevant to this document refer to the digital version.

## 2.0 Philosophy, Mission, and Goals

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### 2.1. Vision, Mission, and Values

The vision, mission and values form the foundation from which all decisions and actions are based. These are defined in the LALA's current Strategic Plan. Available here:

<https://lillooet.bc.libraries.coop/files/2023/04/LALA-Strategic-Plan-2021.pdf>

#### **Vision**

A Welcoming Hub for culture, learning and enjoyment.

#### **Mission**

Connecting community, fostering knowledge and understanding, sharing and reconciling stories.

#### **Values**

Equity, Sustainability, Inclusivity, Accessibility, Respect, Empowerment, Curiosity, Intellectual Freedom, Accountability, Creativity.

#### **Strategic Priorities**

Practicing and Sharing Good Governance

Responsive Service

Action on Reconciliation

Providing Community Space

#### Intellectual Freedom

Public Libraries help citizens participate in society by providing and defending free access to information. LALA supports the Canadian Library Association's *Statement on Intellectual Freedom and Libraries* (<https://lillooet.bc.libraries.coop/files/2021/03/Statement-on-Intellectual-Freedom.pdf>).

#### Sustainability

LALA strives to act in an environmentally responsible manner in regard to all our operations. Please see the Sustainability Policy: <https://lillooet.bc.libraries.coop/files/2024/01/Sustainability-Policy.pdf>

#### Accountability

All library patrons have the right to privacy and confidentiality regarding the collection of personal information and the use they make of the LALA facilities, collections and web sites.

<https://lillooet.bc.libraries.coop/files/2023/04/Privacy-Policy-LALA-2023.pdf>

## **2.2. LALA Strategic Priorities**

### 2.2.1. Strategic Goals

#### **Strategic Priorities**

Practicing and Sharing Good Governance

Responsive Service

Action on Reconciliation

Providing Community Space

### 2.2.2 LALA's strategic goals are defined in the LALA's current Strategic Plan

The Board's Annual Strategic Goals and Objectives are derived from the Strategic Plan and are updated and approved by the Board each January for the coming year.

## **3.0 LALA Governance**

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### **3.1. Guiding Principles**

The Board is entrusted with and is accountable for the leadership and governance of the Library on behalf of the Lillooet Area Library Association and in accordance with the Library Act.

Governance entails the functions of:

- Establishing the vision, mission, and values for the organization based on community needs and core library values
- Setting direction
- Making policies that guide all phases of LALA governance
- Delegating day-to-day management and operation of LALA to the Library Director in accordance with the Governance and Operations policies
- Hiring, managing, and evaluating performance of the Library Director
- Overseeing and monitoring LALA's organizational performance, with final responsibility for the delivery of library services being with the Board

As a governing body, the Board commits to the guiding principles listed below, in order to ensure a balance in its roles as both the driving force in the direction of LALA and the oversight body monitoring its operations.

#### 3.1.1. Accountability

Under the Library Act and as an incorporated library association the Board as a whole is ultimately accountable to its members for all aspects of LALA's management and finances. The Board is also accountable to the District of Lillooet, the Squamish Lillooet Regional District (SLRD) and the Province of BC as our primary funders.

#### 3.1.2. Strategic Thinking

The Board will focus on strategic thinking based on our vision, mission and values and drive

strategic priorities based on community needs and core library values as represented and determined by the Trustees.

#### 3.1.3. Collective Responsibility, Independent Mindedness

The Board has collective responsibility for all aspects of LALA's operation and individual Trustees have no individual authority except as conferred by the Board for specific purposes.

Trustees are individually responsible for attending Board meetings, serving on committees, being knowledgeable about LALA and for contributing independently to full discussions at the Board table.

#### 3.1.4. Constructive Partnership with the Library Director

The Library Director is accountable only to the Board, and is responsible for all day-to-day LALA operations and to run LALA in accordance with the strategic direction and policy framework set by the Board.

The Board will govern LALA through a strong, constructive partnership with the Library Director based on trust, candour, respect and honest communication while carrying out mutually exclusive and inter-dependent roles.

#### 3.1.5. A Defined Policy Framework

The Board will govern LALA based on a defined policy framework as set out in these Governance Policies. LALA will be managed in accordance with Operational Policies, as established by the Library Director. In the event of overlapping areas of responsibility, the Board's Governance Policy Committee and the Library Director will work together to develop policy that fit within the Governance policies, within Operations policies, or in both.

The Board will approve all governance policies. Once a policy is approved, the Library Director will be immediately empowered to make all future decisions to implement the said policy in LALA operations.

#### 3.1.6. Continuous Improvement

The Board will evaluate its own performance and act on opportunities for continuous improvement in carrying out its role (see Appendix A Board Evaluation)

#### 3.1.7. Board Development

The Board will provide opportunities for learning and mentorship for Trustees and encourage diverse perspectives and engagement

### **3.2. Code of Conduct**

The Board and its members shall operate in an ethical and respectful manner. This commitment includes proper use of authority and appropriate decorum when acting on behalf of the Board.

Consequently, Board Members:

3.2.1. Shall be loyal to and represent the interests of LALA. This accountability supersedes any conflicting loyalty to advocacy or interest groups. Specifically, this accountability supersedes the interest of any Board member as an individual consumer of library services.

3.2.2. Shall avoid any conflict of interest with respect to their legal and fiduciary

responsibilities in accordance with the Library Act.

- 3.2.3. Shall conduct themselves in a manner which represents the Board in a positive light, taking no private action that will compromise the Board and its decisions.
- 3.2.4. Shall not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies, or when acting under specific delegation by the Board. Specifically, Board members will recognize that:
  - a) any interactions they, as individuals, have with the Library Director and staff lack authority;
  - b) individual interaction with the public, press or other entities has the same limitation;
  - c) evaluations of the Library Director are made only by assessing performance against explicit Board policies through the official process.
- 3.2.5. Shall represent, speak, or act for the Board only when formally given such authority for specific, time-limited purposes.
- 3.2.6. Are not eligible to apply for a staff position.

### **3.3. LALA Board**

#### 3.3.1. Mandate

Under the authority of the Library Act, the Board directs LALA to provide library services to the people of the District of Lillooet and the SLRD Areas A and B.

#### 3.3.2. Responsibilities

The Board is responsible for managing LALA and has overall fiscal responsibility for LALA. The Board sets the strategic direction, monitors the progress of LALA's strategic priorities, and advocates on behalf of LALA. In fulfilling its responsibility to deliver library services, the Board will endeavor to make such services as widely accessible as possible and consistent with its determination of community needs, service levels and responsible fiscal management.

#### 3.3.3. Board Duties

- Set strategic direction and strategic priorities consistent with the Board's determination of community needs through liaison with the community and strategic partnerships.
- Draft and adopt governance policies.
- Periodically review, revise, or reaffirm such policies.
- Appoint a Library Director to develop operations policies and manage LALA's operations so that library services can be delivered to the public in efficient and effective ways.
- To ensure that the Library Director is delivering library services and developing operations policies that meet community needs and are in accordance with the strategic priorities and policies set by the Board
- Set the expectations for the Library Director and periodically review his/her performance in meeting the defined expectations.
- Review and approve the annual operating and capital budgets and secure adequate funding from the SLRD and other sources to achieve the approved goals and objectives
- Regularly monitor financial results to ensure alignment with approved budgets and provide annual financial reports to the public

- Monitor the range and public use of library services to ensure they continue to meet community needs.

### **3.4. Board Operation**

#### 3.4.1. Annual General Meeting

The Board will conduct an Annual General Meeting (AGM) in accordance with LALA Bylaws and will elect between five and seven (5 and 7) Trustees.

The close of an AGM will signify the end of the annual appointments of the Board's presiding officers and the start of a new Board year.

#### 3.4.2. Board Structure

The Board will be comprised of between 5 and 7 elected Trustees, as in accordance with the LALA Bylaws. The Board will include one (1) voting member appointed by the SLRD, and one (1) voting member appointed by the District of Lillooet.

#### 3.4.3. Presiding Officers of the Board

The Board will appoint presiding officers at the first meeting after the AGM in accordance with Article Two: "Duties of Library Board Officers" in the LALA bylaws.

#### 3.4.4. Board Meetings

Board meetings will be conducted using Francis' Democratic Rules of Order in accordance with Part 2.3 in the LALA ~~bylaws~~

The Board will schedule six (6) regular monthly meetings in each Board year. Meeting dates may be adjusted as necessary to accommodate statutory holidays or other priorities.

### **3.5. Board Roles**

#### 3.5.1. Board Chair

The Chair of the Board is elected annually by the board members at the first meeting following the Annual General Meeting.

#### 3.5.2. Board Liaison Positions

The Board will appoint liaisons, members, and representatives to act as the primary channels of communication with other key organizations that are strategic partners and/or help support the delivery of library services. The following Board positions will be appointed at the first meeting after the AGM:

- Public Library InterLINK Board Member
- BC Library Trustees Association (BCLTA) Liaison

These Board Trustees will act as agents of the Board as a whole to communicate with their respective organizations on any issues, feedback, or any other issues as may be required.



### **3.6. Role of the Chair**

The board as a whole makes all major board decisions, sets policy and determines the direction of LALA. The Chair acts as a coordinator and facilitator to ensure that the board operates smoothly and responsibly, and that key tasks are carried out in a timely manner.

Generally, the role of the Chair is as follows:

- Chair regular board meetings and the Annual General Meeting
- Liaise with the Library Director on behalf of the Board
- Coordinate board activities
- Act as public Spokesperson for the Board
- Maintain relationships at the political level with key stakeholders and representatives of other organizations, and/or delegate Trustees to do the same.
- Be the primary point of contact with the Library Director, or her designate, in case of emergency and/or closure, and keep all members of the Board up to date with developments.

### **3.7. Board Committees**

#### **3.7.1. Board Committees**

The Board will appoint ad hoc and/or standing committees as required to help carry out its governance responsibilities. All committees will be accountable to the Board and will provide progress reports to the Board at each Board meeting.

Committees may be established for a specific purpose as needed, and they may include individuals who are not Trustees, as necessary.

#### **Standing Committees**

The Board will appoint the following standing committees:

- Finance Committee
- Personnel Committee

The Board will appoint members to the existing standing committee(s) each year at the first Board meeting following the AGM for a one (1) year term.

The Board may establish additional standing committees at any time.

#### **Ad Hoc Committees**

The Board will appoint ad hoc committees as required to help implement specific projects, policy changes or other initiatives with defined goals and timelines.

The Board may appoint ad hoc committees at any time during the Board year and they will dissolve at the completion of the Board year at the next AGM.

### **3.8. Annual Agenda**

To accomplish its mandate consistent with Board policies, the Board will follow an annual agenda (Appendix B: Annual Board Agenda) the annual board agenda will focus Board attention on governance using a systematic approach.

The Annual Board Agenda provides a guideline for Board's priorities throughout the year, and is

reviewed and approved by the Board each December for the coming year.

### **3.9. Communications**

All communications of the Board support the mission, vision, values, and goals.

Consequently, the Board shall:

- 3.9.1. Establish and/or maintain effective communication links with:
  - a) the people and communities they serve;
  - b) other libraries;
  - c) other local governing bodies and community agencies;
  - d) provincial Library Branch
- 3.9.2. Ensure the means for people in the District of Lillooet and SLRD Areas A and B to provide input to LALA and to be informed.
- 3.9.3. Use communication strategies, which are open and honest, responsive, informed and clear.

## **4.0 Board – Library Director Relationship**

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### **4.1. Delegation to the Library Director**

The Library Director is the only employee who reports directly to the Board and as such, the Board is responsible for selecting, compensating, evaluating, and, if necessary, disciplining or dismissing the Library Director.

The Board will establish governance policies. The LD is responsible for the implementation of those policies, as they effect operations, and is responsible for the development of operational policies.

Consequently:

- 4.1.1. The Board will direct the Library Director to achieve defined results, through the establishment of a Strategic Plan and Guiding Principles (see section 2.1).
- 4.1.2. The Board will evaluate the Library Director solely on the basis of operational performance, the policy framework, and defined expectations.
- 4.1.3. The Library Director is authorized to establish all operational policies, recommend new policies to the Board, make all operational decisions, and take necessary actions as long as they represent a reasonable interpretation of Board policies and Strategic Goals.

### **4.2. Library Director Job Description**

As the Board's link to the operating organization, the Library Director's performance will be considered to be synonymous with organizational performance as a whole. An important part of the Library Director's job is to keep the Board informed and supported as set out in the Library Director's job description (Appendix C: Library Director Job Description)

### **4.3. Monitoring Executive Performance**

As the Board's only employee, the Board must define the expectations of the Library Director, provide managerial oversight and periodically review his/her performance in meeting defined expectations through an annual performance review. The annual performance review covers the period from January 1<sup>st</sup> to December 31<sup>st</sup> each year. The review is conducted in order to ensure the Library Director is performing to expectations in meeting key work goals, has the competencies to achieve those goals and has a personal development plan to improve their skills.

As the Board's employee, the Library Director is also entitled to clearly understand his/her expectations and an objective annual review to demonstrate how they are being met.

See Appendix D for Annual Performance Review Template.

## **5.0 Executive Limitations**

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### **5.1. General Executive Constraint**

The Library Director shall not allow the LALA to operate illegally, unethically, imprudently or in contravention of Board policy or the Library Act.

Consequently:

- 5.1.1. The Library Director shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, discriminatory, unlawful or in violation of commonly accepted sound business and professional ethics, or is inconsistent with the policies of the Board or the Library Act.

### **5.2. Treatment of Employees**

The Library Director shall manage staff in accordance with LALA's governance policies (values, missions, and goals), current personnel policies and all applicable legislation.

### **5.3. Communication and Support to Board**

With respect to providing information and support to the Board, the Library Director shall keep the Board informed and supported.

Consequently, the Library Director's communication and support to the Board will include, but is not limited to:

- Submit all necessary data to ensure the Board can fully monitor LALA finances and operations.
- Inform the Board of relevant library trends, anticipated adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- Assist the Board in formulating policies, offering options and implications rather than recommendations.
- Provide a record of official Board communications, including minutes of Board meetings and Board agendas.
- Deal with the Board as a whole except when responding to officers, committees, and/or liaisons duly charged by the Board.

- Provide support to committees and liaisons duly charged by the Board, and communicate when Board or committees and liaisons expectations exceed available time and resources.
- Provide periodic updates on the progress of implementation of the operational aspects of the Board's annual Goals and Objectives.
- Inform the Board of significant donations to LALA.
- Report in a timely manner actual or anticipated non-compliance with any policy of the Board

#### **5.4. Compensation and Benefits**

The Library Director shall not cause or allow jeopardy to fiscal integrity or public image with respect to employment, compensation, and benefits to employees, consultants, and contract workers.

The Library Director shall not make decisions with respect to compensation and benefits, including pension benefits, in contravention with the current LALA Personnel Policy.

#### **5.5. Asset Protection**

The Library Director shall protect and maintain the assets of LALA.

Consequently, the Library Director shall:

- Ensure that commercial liability and contents insurance is in place.
- Provide a program of regular and preventive maintenance of the LALA facilities and contents.
- Maintain controls over funds, accounting records, and preparation of financial information to generally acceptable accounting standards.

#### **5.6. Budgeting**

The Library Director, in preparation of annual budgets and the five-year budget, shall adhere to the priorities as established by the Board's Mission and Goals, ensure financial integrity, and demonstrate an acceptable level of foresight.

Consequently, the Library Director shall:

- 5.6.1. Prepare budgets, which contain sufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 5.6.2. Prepare budgets, which contain sufficient detail to enable accurate projection of operating capital requirements.
- 5.6.3. Prepare a budget, which is based on Board goals and long-term planning.
- 5.6.4. Budget so that expenditures do not exceed revenues at the end of the fiscal year, unless otherwise authorized by the Board.
- 5.6.5. Budget sufficient funds for Board meetings, Board development, preparation of financial statements, and legal fees.

#### **5.7. Financial Stability**

The Library Director shall ensure the financial health and stability of the LALA and the effective

and efficient use of financial resources.

Consequently, the Library Director's fiscal responsibilities include, but are not limited to the following:

- Expend only funds that have been received in the fiscal year unless otherwise authorized by the Board.
- Indebt the organization only for amounts which can be repaid within 90 days and can be met by an existing bank line of credit.
- Use Long Term Reserves only for special expenses designated by the Board.
- Only with prior approval of the Board, draw down the Planning / Capital Reserve Fund, including accumulated interest earned.
- Maintain a sufficient level of available cash to settle payroll and debts in a timely manner.
- File tax payments or other government-ordered payments in an accurate and timely manner.
- Not permit current liabilities to exceed current assets.
- Expend money in a manner presented in the annual budget approval process of the Board.

### **5.8. Treatment of the Public**

The Library Director shall ensure that the public, volunteers, and/or LALA members are treated in a fair and dignified manner.

The Library Director shall maintain complaint procedures that satisfy the Ombudspersons Fairness Self-Assessment Checklist, ([https://bcombudsperson.ca/assets/media/Quick-Tips\\_FBD\\_assessment-checklist.pdf](https://bcombudsperson.ca/assets/media/Quick-Tips_FBD_assessment-checklist.pdf)) If a complaint has been made and the complainant is not satisfied with the Library Director's handling of their complaint, the Library Director will take it to the Board in accordance with the LALA Procedures for Appeals of Library Actions and Decisions.

# APPENDICES

# Appendix A

## Board Self-Evaluation

Annually, at the November meeting the Board will engage in an evaluative discussion, addressing the following questions:

- 1) What does the board do well?
- 2) How can the board improve?
- 3) Do you have any suggestions for the board in terms of how we operate, run meetings, or organize committees?
- 4) Please suggest topics of interest for board development, and/or any ideas on how we can improve?
- 5) Do you have any comments on, or suggestions on how to improve this evaluation?

The questionnaire is a template that can be used for a more formal evaluation if the Board decides it is required. If the Board decides to hold a formal evaluation, they will strike a committee to conduct a confidential and anonymous process.

*The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

<b>A. How Well Does the Board Do Its Job?</b> <i>(To be completed by all Board members &amp; the LD)</i>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Our organization has a three to five-year strategic plan.					
2.	The board's annual agenda clearly reflect our strategic plan/goals.					
3.	The board ensures that the organization's accomplishments and challenges are communicated to members and stakeholders.					
4.	The board is organized with the appropriate number of trustees with the right balance of skills and experience.					
5.	The board recruits new board members with gender balance and diversity in mind.					
6.	Most board members come to meetings prepared.					
7.	The board encourages and responds appropriately to different points of view.					
8.	The board refers to Governance Policies and Principles when making decisions and taking action.					
9.	The board has planned and led the orientation process for new board members, and board members know what is expected of them.					
10.	The board supports ongoing education and development for the Library Director and board members.					

Comments:

The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

<b>B. Board's Relationship with Library Director</b> <i>(To be completed by all Board members &amp; the LD)</i>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	There is a clear understanding of where the board's role ends and the Library Director's begins.					
2.	There is good communication between the board, the Board Chair and the Library Director.					
3.	The board trusts the judgment of the Library Director.					
4.	The board provides feedback and shows its appreciation to the Library Director on a regular basis, including an annual salary review.					

Comments:

The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

<b>C. Feedback to the Chair of the Board</b> <i>(Optional – use for confidential feedback to the Chair)</i>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	The Chair is well prepared for board meetings, the agenda is concise and required documents are emailed ahead.					
2.	The Chair helps the board keep to the agenda, and runs the meetings efficiently.					
3.	The Chair listens well, facilitates discussion as needed, and ensures that everyone has an opportunity to be heard.					
4.	The Chair can maintain order at meetings.					
5.	The Chair is able to meet with an individual board member to discuss behavior that needs to be addressed.					
6.	The Chair formally evaluates the Library Director each year.					

Comments:



## Appendix B – Annual Agenda

Lillooet Area Library Association Trustees Calendar-- 2023			
Meeting/ Event/ Responsibility		Date	Agenda Items- Notes
Jan	Promote AGM Trustee nominations <b>Board Meeting</b>	25- Jan	AGM Prep, Annual Report brainstorm,
Feb	Finance Committee LALA Anniversary- Feb 14th. AGM- held by end of month		Financial Statements approved via email. Annual Report approved via email
March	Annual Report to Libraries Branch <b>Board Meeting</b>	02- Mar 29- Mar	Statement of Financial Information (SOFI)
April			SOFI approved via email
May	Statement of Financial Information (SOFI) <b>Board Meeting</b>	15- May 31- May	
June			
July	<b>Board Meeting</b> possibly do meeting at outlying branch	26- Jul	set dates for committee meetings
Aug	Finance Committee Personnel Committee		Budget preparation Library Director Evaluation
Sept	<b>Board Meeting</b> - outlying branch?	27- Sep	Approve Budget
Oct	SLRD Budget Requisition	30- Oct	Documents approved via email
Nov	<b>Board Meeting</b>	29- Nov	Set date for AGM, discuss event
Dec			Finance committee- year end

# Appendix C

## Library Director Job Description

### **General Description of Duties**

This is highly responsible administrative work involving the direction of a broad range of public library functions. The work involves responsibility for managing a public library collection and for the provision of library services to patrons and community organizations. Duties include policy recommendations, departmental planning, financial planning, and direction and administration of library activities. The position is also invested with making the most difficult library technical decisions. The work requires that the employee have thorough knowledge, skill and ability in every phase of the public library field.

### **Supervision Received**

- Works under administrative direction of the Lillooet Area Library Association Board of Directors.

### **Examples of Duties**

- Provides staff support to the Board by assisting with meetings (secretary), and preparing reports
- Drafts and recommends policy to Board and plans implementation of library goals and objectives
- Produces and presents annual action plan in keeping with the Strategic Plan
- Provides monthly narrative and statistical reports for board meetings.

### **Planning**

- Develops short and long term goals for collections, programs, facilities, technical equipment, and automation services based on the Strategic Plan and on staff, board and community consultations
- Prepares various statistical reports on library usage, finances and library materials using a computer.

### **Staff Recruitment, Supervision and Training**

- Supervises all library staff and the operations of Children's services at two library branches
- Supervises a Literacy Outreach Coordinator and Community Adult Literacy Program (CALP)
- Directs personnel actions such as hiring, scheduling, termination, assignment and evaluation
- Conducts monthly staff meetings
- Directs the training of library staff in patron service, technical and administrative library skills
- Contracts with businesses or individuals for bookkeeping, accounting and technical support services.

### **Collections and Programming**

- Evaluates and administers library functions such as circulation, reference, readers' advisory and children's services, community services, and public information
- Oversees promotional programs for library collections and services
- Directs the development and maintenance of a public library collection of books, periodicals, DVDs, CDs and other library materials including online data bases.

## **Facilities**

- Directs the development, repair and maintenance of Library buildings, furnishings and equipment
- Performs annual review of insurance policy with company representative

## **Consultation**

- Confers with provincial agencies, other public libraries, corporations, and community groups in the development of library programs for the area and assists in coordinating interlibrary program efforts
- Confers with local government officials and the general public to provide information and to resolve problems and complaints
- Represents the library on regional committees and serves as the local authority on library issues.

## **Funding and Reporting**

- Prepares the 5-year budget projection and annual budget and presents and defends budget requests before the Library Board and Town Council
- Directs and controls the expenditure of funds within the constraints of approved budgets
- Produces and submits annual report to local governments at time of budget submission
- Produces and submits annual report to Libraries Branch
- Applies for grants and program funds as opportunities arise.

## **Knowledge, Skills and Abilities**

- Thorough knowledge of the principles and practices of public library functions
- Thorough knowledge of the principles of public administration as applied to a public library
- Thorough ability in oral and written communications
- Thorough ability to administer the activities of a public library
- Thorough ability to supervise the work of others
- Experience working with First Nations organizations, and understanding of First Nations culture
- Thorough ability to make decisions in an environment of limited resources and competing claims
- Thorough ability to establish and maintain effective working relationships with superiors, subordinates, associates, officials of other agencies, and the general public
- Sound financial management ability.

## **Qualifications**

Experience in library administration and collection development, or an equivalent combination of training and experience, is required.

## **Physical Requirements**

- Ability to perform duties in an office environment
- Ability to work in an environment subject to continuous interruptions and background noises
- Ability to work under stress from deadlines, public contact and changing priorities and conditions
- Ability to operate computers proficiently using library software, word processing, and the Internet
- Ability to view a computer monitor and/or operate a keyboard for extended periods of time
- Ability to move and/or lift materials up to 11.3 Kilos [25 pounds]
- Regularly required to stand, walk, bend, kneel, crawl, reach, climb, balance, and sit
- Regularly required to talk, hear, use hands to operate objects, tools and controls and to reach with hands and arms
- Vision and hearing at or correctable to "normal ranges"
- Ability to read printed materials and information on computer screens

- Ability to communicate effectively with individuals in person, over the telephone, by email, and via the printed word
- Ability to file books, periodicals, file folders, reports, notebooks, etc. on shelves ranging from 15cm to 2.13m [ $\frac{1}{2}$  to 7 feet] from the floors
- Ability to work flexible hours to observe library during all hours of public operation
- Ability to travel to attend meetings both inside and outside of Lillooet
- Must have valid driver's Licence and own vehicle
- Must pass criminal record check.

## Appendix D

### Library Director's Performance Evaluation for the annual period of \_\_\_\_\_

***THIS IS A CONFIDENTIAL DOCUMENT FOR USE BY LIBRARY BOARD MEMBERS  
AND THE LIBRARY DIRECTOR ONLY***

#### **Responsibility to Complete the Performance Evaluation**

The Chair of the Lillooet Area Library Association is responsible for ensuring that the Library Director's Annual Performance Evaluation is completed in a timely manner in August of each year. The Board Chair will conduct the Performance Review Meeting with the Director.

#### **Purpose of the Performance Evaluation**

Reporting to the Library Board, the Library Director provides vision and leadership to the Library, and plans, organizes and directs all areas of its operations to effectively achieve the Library's mission, vision and values. The Library Director oversees and implements the strategic planning, policy and financial frameworks as established by the Board.

The Library Director ensures that all library functions are carried out in accordance with established policies. They serve as secretary to the board and make recommendations and present reports to the Board; manage staff; set standards for collection development and programming; and promote and represent the Library in the community, regionally, provincially, nationally and to other appropriate organizations.

The Performance Evaluation is completed to provide feedback and to engage in discussion with the Director regarding the Director's job performance, and training and development needs.

The Director will prepare, in advance of the Annual Performance Evaluation, a self-evaluation of the previous year and also include performance and development goals for the coming year.

#### **PART A: SPECIFIC TRAITS AND CRITERIA FOR EVALUATION**

Use the numerical scale below to evaluate the performance of the Library Director over this past year. Select the number that best indicates your perception of the Director's performance for each of the criteria listed. Please add your supporting comments for your evaluation in the text box below each section.

##### Numerical Scale for Evaluations

**5: Exceptional:** *The Director's performance consistently goes above and beyond expectations.*

**4: Highly Effective:** *The Director always meets and frequently exceeds performance expectations.*

**3: Effective:** *The Director consistently meets performance expectations and performs in a professional and competent manner.*

**2: Needs Improvement:** *The Director meets only minimally acceptable levels of performance: The*

Director needs extra direction from the Library Trustees.

**1: Unacceptable/Needs Substantial Improvement:** *The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees.*

**0: No score:** *Trustee has insufficient knowledge to evaluate this criterion.*

### **Rating A. Relationship with the Board**

- \_\_\_\_\_ 1. Offers professional advice to the Board on items requiring Board Action, with appropriate recommendations based on thorough study and analysis.
- \_\_\_\_\_ 2. Seeks and accepts constructive criticism of work from the Board.
- \_\_\_\_\_ 3. Seriously considers, and/or acts on Board's suggestions.
- \_\_\_\_\_ 4. Advises the Board on matters of policy. Recommends policies to meet the goals and objectives of the library and to meet the needs of the community for library services and facilities. Reviews existing policies and recommends changes or additions.
- \_\_\_\_\_ 5. Carries out Board policies and directives; reports to the board at each board meeting on the development and deployment of Library business. Keeps the Board updated on implementation of library Goals and Objectives and progress on the Strategic Plan.

\_\_\_\_\_ Comments:

- 6. Coordinates and participates in strategic planning in conjunction with the Board.
- 7. Oversees Secretarial Duties to the Board including:
  - i. Keeps minutes of every meeting of the Board and ensures distribution of minutes in accordance with Board policy.
  - ii. Prepares meeting agendas and packages, in consultation with the Board chair.
  - iii. Notifies Board members of meetings and ensures that a meeting space is available and the necessary arrangements are made.
  - iv. Coordinates the organization of the Annual General Meeting.
  - v. Conducts the Board's official correspondence as required.
  - vi. Maintains files of library records and correspondence.

### **Rating B. Program, Services, Goals and Objectives**

- \_\_\_\_\_ 1. Provides leadership in developing long and short-term goals to accomplish mission of the library.
- \_\_\_\_\_ 2. Develops procedures for the implementation of Library policies.

- \_\_\_\_\_ 3. Plans, organizes, directs and evaluates library programs and services to ensure they align with strategic objectives. Allocates resources to ensure the effective and efficient operation of the library.
- \_\_\_\_\_ 4. Oversees collection development to ensure alignment with strategic plan goals and properly maintains and organizes the collection.
- \_\_\_\_\_ 5. Prepares and distributes an Annual Report.

Comments:

### **Rating C. Community and Professional Relationships**

- \_\_\_\_\_ 1. Gains respect and support of the total community on the operation of the library.
- \_\_\_\_\_ 2. Maintains an effective press and media campaign.
- \_\_\_\_\_ 3. Maintains an effective social media campaign including Facebook and Instagram.
- \_\_\_\_\_ 4. Keeps abreast of local and provincial library issues.
- \_\_\_\_\_ 5. Is actively involved and regularly participates in InterLINK, Association of BC Public Library Directors (ABCPLD), BC Library Trustees Association (BCLTA), BC Library Association (BCLA), BC Libraries Cooperative, and Lillooet community education meetings
- \_\_\_\_\_ 6. Regularly engages in professional development

### **Rating D. Staff and Personal Relationships**

- \_\_\_\_\_ 1. Develops and executes sound personnel procedures and practices, and is responsible for the hiring, training, development, performance appraisal, salary administration, discipline and dismissal of staff in accordance with provincial and federal legislation and the union collective agreement.
- \_\_\_\_\_ 2. Develops good staff morale and loyalty to the organization.
- \_\_\_\_\_ 3. Delegates authority to employees appropriate to the positions each holds.
- \_\_\_\_\_ 4. Recruits and assigns the best available personnel in terms of their competencies.
- \_\_\_\_\_ 5. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.
- \_\_\_\_\_ 6. Responsible for negotiating and administering the collective agreement.

Comments:

### **Rating E. Business and Finance**

- \_\_\_\_\_ 1. Keeps up to date and informed on the needs of the library including facilities, equipment and supplies.
- \_\_\_\_\_ 2. Evaluates financial needs and makes recommendations for adequate funding for projects and overall operations. Regularly engages with the Squamish Lillooet Regional District and the District of Lillooet for support of Library

Operations.

- \_\_\_\_\_ 3. Engages community partners and partnerships for non-governmental funding for projects.
- \_\_\_\_\_ 4. Determines that funds are wisely spent and within budget limitations.
- \_\_\_\_\_ 5. Prepares the Library annual operating and capital budgets and presents to the Board for approval. Provides the Board with financial statements and other financial reports as required.

Comments:

**Rating F. Other**

- \_\_\_\_\_ 1. Acts as a liaison with the provincial government agency responsible for British Columbia public libraries, InterLINK, BC Libraries Cooperative, BC Library Association and professional associations.
- \_\_\_\_\_ 2. Liaises with the LALA Foundation and provides support and direction
- \_\_\_\_\_ 3. Keeps abreast of technological change and new developments in public libraries.
- \_\_\_\_\_ 4. Seeks opportunities to partner with other community organizations to  
provide effective and efficient services to community members.

Comments:

**Rating G. Personal Qualities**

- \_\_\_\_\_ 1. Maintains high standards of ethics, honesty and integrity in all professional matters while conducting duties of the position.

Comments:

**PART B: GENERAL COMMENTS AND DISCUSSION**

- 1. What are the three major strengths of the Director?
- 2. Are there limitations in the Director's performance?
- 3. In the past year, what difficult issues have faced the library and how did the Director respond and bring them to resolution?
- 4. What should be the organization goals and/or personal development goals for the Director for the coming year

**PART C: OVERALL PERFORMANCE RATING**

Based on your evaluation and comments, please indicate your choice for the Director's overall performance for the evaluation



period. This may not necessarily be an average of your criteria ratings as some criteria are more important than others (it could be if you so choose).

**Circle the appropriate Rating:**

**5: Exceptional:** *The Director's performance consistently goes above and beyond expectations.*

**4: Highly Effective:** *The Director always meets and frequently exceeds performance expectations.*

**3: Effective:** *The Director consistently meets performance expectations and performs in a professional and competent manner.*

**2: Needs Improvement:** *The Director meets only minimally acceptable levels of performance: The Director needs extra direction from the Library Trustees.*

**1: Unacceptable/Needs Substantial Improvement:** *The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees.*

Name and Date of Person completing this Performance Evaluation:

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