

Town of Drayton Valley Library Board

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[^] Indicates policies required under section 7 of the Libraries Regulation. These policies cannot be rescinded. Any amendment to these policies must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the Regulation.

Indicates supplementary *Procedures* or *Forms* attached to a policy.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1	Staff Overview & Organization	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Introductory Statement

Employees of Drayton Valley Library are managed in accordance with Alberta's *Employment Standards Code*. Library administration will ensure that minimum standards are met and, where possible, exceeded in accordance with section 4 of the *Code*.

Policy

The Town of Drayton Valley Library Board is responsible for managing library operations, including the development of policies governing personnel and human resource management. The Board's Personnel Committee is responsible for review and revision of policies in this section of the manual at least once every 4 years to ensure compliance with the *Code*.

The Board will ensure that a master level librarian is hired in accordance with section 14 of the *Alberta Libraries Regulation*; the master level librarian is typically hired to the position of Director.

The Director employs staff required to sustain effective and efficient library operations. The Director or Board may hire additional workers on contract to aid with certain operational functions such as housekeeping, bookkeeping, accounting, legal services, etc. Contracts define the scope of services provided by outside agents or agencies and are included in [Appendix 3-A: Professional Service Contracts](#).

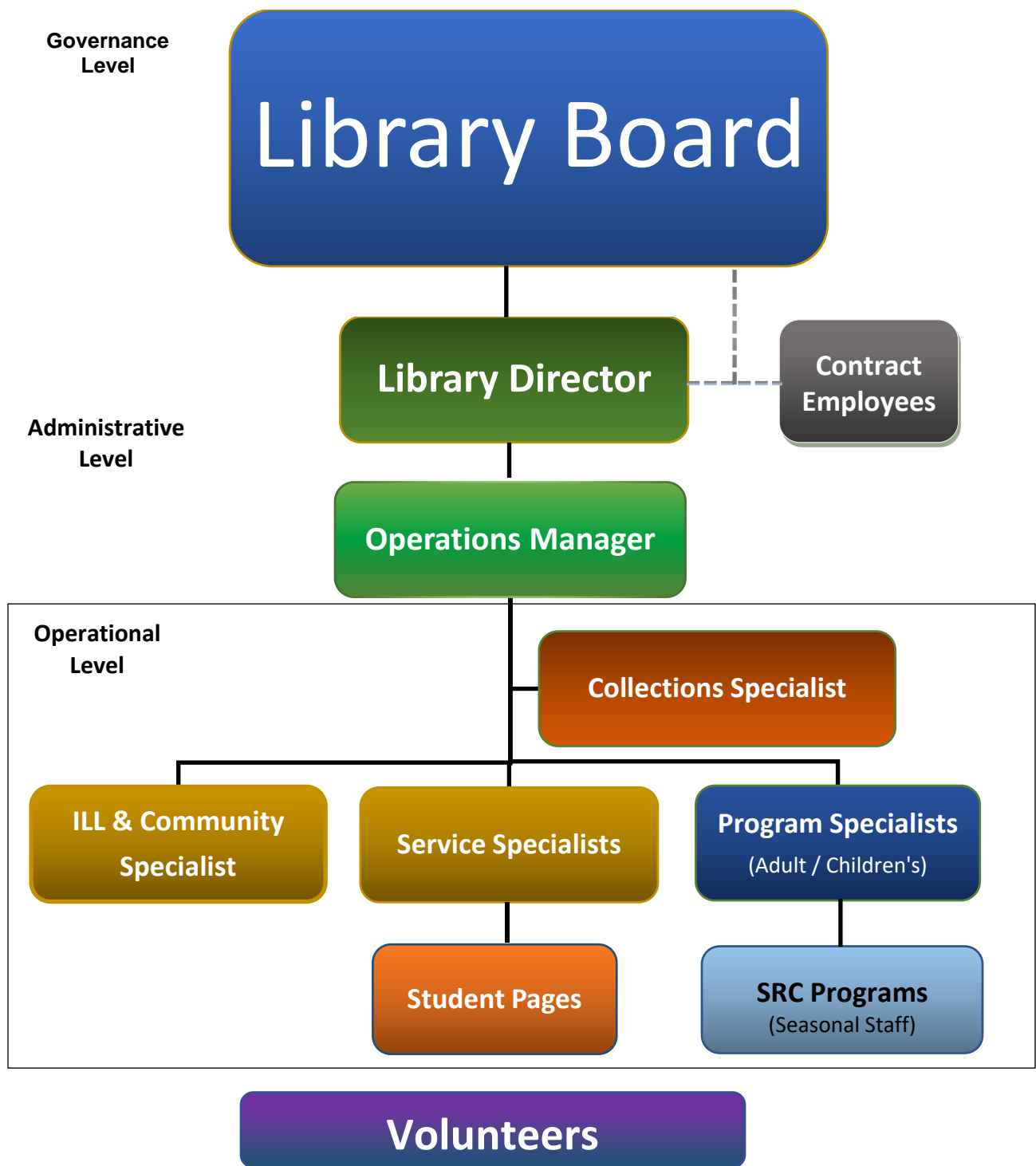
The Director will hire, or appoint, an Operations Manager to assist in supervision of library staff and volunteer activities. In addition to administrative support, the Manager advocates for staff and library users and acts as a sounding-board for the Director on significant or sensitive operational matters.

Specialist staff act as mid-level supervisors for students, summer staff and volunteers. Supervisors are responsible for training and coaching subordinate staff on assigned duties as well as coordinating and communicating operational issues to higher level administrators.

The Director acts as liaison between the organizational and operational levels for communicating Board directives to staff, such as changes to policy or matters of governance. The Director also raises concerns from front-line workers to the Board, such as issues with policies-in-practice or recommendations for policy and procedure development.

Drayton Valley Library's organizational hierarchy is included in this policy to define accountabilities at the various levels of operation.

Drayton Valley Library Organizational Chart



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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1	^Employee Job Descriptions^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
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Preamble

^This policy and the job descriptions referenced herein are required under the *Libraries Regulation* section 7.2(a). This policy cannot be rescinded. Any amendment to this policy or those referenced herein must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

Drayton Valley Library workers conduct day-to-day operations under supervision of the Director and Operations Manager to work towards the objectives defined in the Board's Plan of Service.

Library staff ensures that the public have access to the highest quality of Library services and that patrons will be treated equally and equitably in their ability to access information and services.

The statements contained in job description policies define minimum standards. Job description policies should not be considered all-inclusive lists of roles, responsibilities, duties, requirements or qualifications. Employees may perform duties or functions beyond those generally defined or assigned and may include cross-training, team support or other work as required to provide relief.

Job descriptions are included in this section of the policy manual for the following positions:

- **Library Director**
- **Operations Manager**
- **Catalogue-Collections Specialist**
- **Service Specialist**
- **Programmer**
- **Student Page**
- **Summer Program Staff**
- **Volunteer**

Job description policies define minimum recommended educational or experiential qualifications, suggested abilities or qualities, certifications or clearances and physical standards deemed necessary for the position.

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Policy:	3.1.1.1	Director		
Approved By:	DVLB Chair - Lyndara Cowper-Smith		Approved:	August 20, 2020
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Policy

Accountability & Responsibility: The Library Director is employed by the Board to effectively manage library operations. The Director is accountable to the Board for ensuring that staffing, resources and facilities are in place to provide the level of services expected by stakeholders and the public.

The Director is the chief administrative officer responsible for developing operational and capital project budgets for approval by the Board. The Director explores options for financial support including available grants or alternative funding sources.

The Director acts as the Board's agent and advocate in dealings with federal, provincial and municipal governments, regional library partners and community organizations that support library operations or activities.

The Director provides professional expertise and guidance to the Board, staff and community. The Director advises the Board based on timely, accurate information and offers practical options for resolving library-related matters. The Director assists Board in development of policies, procedures and protocols for effective governance of the library and communicates directives to staff and library users.

The Director provides vision, leadership and mentorship for staff by offering constructive feedback and providing employees with opportunities for professional development to the highest possible quality of library services. The Director serves as liaison between the Board, the staff, and the community and mediates resolution to conflicts as they arise.

The Director monitors statistical trends in library access or use to report to the Board on progress towards objectives defined in the plan of service. The Director devises methods and measures to receive and gauge public response to library services, resources and programs for community needs assessment in modifying the plan of service.

Specific Duties: The Director's duties include:

- **Board and Committee Support**
 - Attend all Board and committee meetings;
 - Consult the Executive Committee in developing meeting agendas;
 - Ensure accurate recording and filing of Board meetings minutes;
 - Assist the Finance Committee in preparing operational and capital project budgets;
 - Present budget requests to municipal councils;
 - Review monthly financial reports and presents summary of accounts to the Board;
 - Help the Advocacy Committee in assessing community needs;
 - Monitor and report on plan of service progress;
 - Prepare the library's annual report to provincial government;
 - File GST rebates, Charity returns and Payroll reports and to CRA;

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- Advise policy development and ensures directives are followed;
- And other duties as assigned by the Board.
- **Administrative Control**
 - Work with the Treasurer and Bookkeeper to accurately record expenses and revenues;
 - Issue invoices and process vendor payments;
 - Co-sign cheques, documents, agreements and contracts as executive with signing authority;
 - Oversee staff in provision of library services, resources and programs;
 - Work with the Operations Manager to develop operational procedures and protocols;
 - Track library use to identify trends in circulation, patrons and other areas of interest;
 - Network with community groups to identify and fill gaps in services, resources and programs;
 - Participate in provincial, regional and local library resource sharing activities;
 - Attend conferences, webinars and other professional development opportunities;
 - Provide higher-level information services to the community following FOIPP guidelines;
 - And other duties as required for administering library operations.
- **Human Resource Management**
 - Hire, train and supervise library workers in collaboration with the Operations Manager;
 - Creates a positive, professional and pleasant environment for workers;
 - Work with the Operations Manager to resolve workplace conflicts and operational issues;
 - Designate job descriptions and delegate roles and responsibilities to workers;
 - Provide workers with on-going continuing education opportunities;
 - Evaluate worker performance, offers constructive feedback and adjusts duties as required;
 - Manage employee benefits plan;
 - And other duties as required for managing staff.
- **Collection Assessment**
 - Ensure collection purchasing remains within budget and assist the Operations Manager and Catalogue-Collection Specialist in selection, evaluation and deselection of library materials;
 - Evaluate item circulations to maintain a current and useful collection;
 - Oversee cataloguing and classifying of material to meet standards;
 - Determine shelving requirements and floor layout for displaying materials;
 - Conduct inventory of library assets for insurance and reporting purposes;
 - And other duties as required for developing and displaying library collections.

Qualifications & Qualities: The Director must hold a post-graduate master's level degree in Library and Information Science (MLIS) from an accredited post-secondary institution. The Director is expected to have a minimum of three (3) years in library administration with demonstrated experience in:

- Staff supervision and human resource management;
- Polaris or similar integrated library system (ILS).

The Director should also possess the following qualities and competencies:

- Dynamic leadership with the ability to motivate staff and volunteers;
- Excellent written and verbal communication: Instructional experience is an asset;
- Interpersonal skills preferably supported by a work history of direct public service;
- Innovative approach to problem solving, conflict resolution and decision making;
- Driven to promote the Library as an essential community service to municipal partners, community stakeholders and the general public;

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- Commitment to uphold the ideals of social equality and intellectual freedom;
- Demonstrated interest in continued professional development for self and staff;
- Comfortable with operating in a networked automated computer system;
- Strong organizational skill including management of physical and virtual files;
- Able to push/ pull a loaded book-cart and lift a 25 kg (55 lb.) load from ground to waist height.

The Director is required to maintain current First Aid and CPR certification. The Director must also provide a clean RCMP security clearance and vulnerable sector check as a condition of employment and upon request from the Board.

Hours & Compensation: The Director is expected to work an average of 37.5 hours per week but may be required to work beyond the Library's regular hours of operation. The Director may choose to arrange shift hours to compensate for after-hours work. The Director must be available to respond to emergency situations should they arise with staff or the facility; this responsibility is a shared with the Operations Manager in case one or the other is unavailable to respond to an incident.

The Director position is salaried according to [Appendix 3-B: Employee Wage & Salary Schedule](#) and includes health and investment benefits. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.2	Operations Manager	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Accountability & Responsibility: The Operations Manager is employed by the Director to help coordinate and supervise activities of library staff and volunteers. The Manager is answerable to the Director for the deployment of staff and resources effective delivery of services to community residents and library users.

The Manager may be called upon to serve as secretary or note-taker during Board or committee meetings and providing reports on operational matters.

The Manager is the liaison between the Director and the staff by bringing operational issues up the chain of command and overseeing compliance of higher-level directives by front-line workers. The Manager helps develop procedures and protocols to guide staff in the conduct of their duties.

The Manager acts as the agent and advocate for staff and is responsible for informing the Director of staff and supply logistics such as vacation schedules, sick leave requests, equipment issues or resource needs. The Manager also informs the Director of patron complaints, concerns, resource requests or other issues.

Specific Duties: The Manager's duties include:

- **Administrative Hierarchy & Support**
 - Assume responsibility for library administration in absence of the Director;
 - Attend Board meetings, report operational issues and record meeting minutes;
 - Collect operational statistics, patron surveys and annual report data requested by the Director;
 - Develop operational procedures and protocols in consultation with Director;
 - Assist in development of PR materials, advertisements, signage or other marketing tools;
 - Manage cash floats, reconcile cash drawer and review credit/ debit transactions;
 - Record and report operational revenues and prepare bank deposits;
 - Attend conferences, webinars and other professional development opportunities;
 - And other administrative duties assigned by the Library Director.
- **Staff Management & Supervision**
 - Assist the Director in hiring, training and supervising library workers including volunteers;
 - Plan employee shift schedules to include weekly allotment of hours and time off requests;
 - Collaborate with the Director in evaluating employee performance;
 - Work with staff members to coordinate operational efforts and activities;
 - Support front-line services, programs, reference requests and interlibrary loans as needed;
 - And other duties as required for managing staff.
- **Collection Development**
 - Oversee the selection, acquisition, evaluation and deselection of library materials;
 - Manage and track patron bookshop purchase requests.

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- **Specialized Technical Services**

- Update website, social media posts, and other electronic communication platforms;
- Train Service Specialists on new workplace equipment and technical skills;
- Assist Library patrons' use of personal devices for accessing e-Resources;
- Provide specialized reference and information services;
- Perform regular maintenance and upgrade of public and staff computers;
- Inform the Director when equipment requires replacement or repair;
- And other duties as required to maintain library tech services and resources.

Qualifications & Qualities: The Operations Manager is expected to hold a diploma in Library Technology, Library or Office Administration, equivalent education or experience with a minimum of three (3) years in a library setting with demonstrated skills in:

- Staff supervision and human resource management;
- Polaris or similar integrated library system (ILS).

The Manager will also possess the following qualities and competencies:

- Proven leadership with the ability to motivate staff and volunteers;
- Strong organizational skill including management of physical and virtual files;
- Excellent written and verbal communication;
- Tactful approach to interpersonal communications with an emphasis on public service;
- Confidence with instructing colleagues and members of the public;
- Competent problem solving, conflict resolution and decision-making skill;
- Comfortable operating in a networked automated computer system;
- Commitment to engaging in ongoing professional development activity;
- Highly proficient technical abilities including installation of computer hardware, software, apps, etc;
- Able to push/ pull a loaded book-cart and lift a 25 kg (55 lb.) load from ground to waist height.

The Manager is required to maintain current First Aid and CPR certification. The Manager must also provide a clean RCMP security clearance and vulnerable sector check as a condition of employment and upon request from the Board or Director.

Hours & Compensation: The Manager is expected to work an average of 37.5 hours per week but may be required to work beyond the Library's regular hours of operation. The Manager may choose to arrange shift hours to compensate for after-hours work. The Manager must be available to respond to emergency situations should they arise with staff or the facility; this responsibility is shared with the Director in case one or the other is unavailable to respond to an incident.

The Operations Manager position is salaried according to [Appendix 3-B: Employee Wage & Salary Schedule](#) and includes health and investment benefits. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.3	Catalogue-Collection Specialist	
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Policy

Accountability & Responsibility: The Catalogue-Collection Specialist is employed by the Director to perform a variety of high-level cataloguing functions and complex collection maintenance tasks. The Catalogue-Collection Specialist is answerable to the Director for the accurate entry of data for item records in Polaris Integrated Library System (ILS), the consistent organization of labelling and the general condition of physical collections.

The Catalogue-Collection Specialist assists the Operations Manager in collection development by identifying gaps and suggesting items based on needs and patron requests. The Catalogue-Collection and Manager also work together to develop a strategy for material acquisitions using tools provided through the regional library to track acquired items and avoid duplicate purchases.

The Catalogue-Collection Specialist processes and prepares new materials for inclusion in collections and is responsible for ensuring all items are correctly labeled and entered in the ILS according to cataloguing standards.

The Catalogue-Collection Specialist supports Service Specialists by processing higher-level inter-library loan requests from non-TRAC libraries and managing specific material requests for users with advanced material needs.

Specific Duties: The Catalogue-Collection Specialist duties include:

- **Administrative Hierarchy & Support**
 - Supervise staff in the absence of the Director and Manager;
 - Assist Manager in assigning and supervising volunteer tasks;
 - Provide support to Service Specialists or Programmers as required;
 - And other duties assigned by the Director or Manager.
- **Processing Materials and Catalogue Maintenance**
 - Keep stock of office supplies and submit order requests when resupply is needed;
 - Oversees all aspects of material processing:
 - generate new item records using Polaris ILS, OCLC for bibliographic control,
 - ensure catalogue data is complete, accurate and follows standing orders,
 - prepare items using property stamps, barcodes, RFID tags, labels, and cover sleeves;
 - Assist in annual collection inventory including record clean-up and weeding;
 - cull damaged items according to weeding and de-accessioning procedures,
 - prepares weeded or culled items for book sale or disposal;
 - Update list of new items for marketing displays and advertising;
 - And other duties as required for processing materials and maintaining catalogue.
- **Collection Development**
 - Inform the Operations Manager of collection gaps identified during annual inventory;
 - May be assigned specific collection areas for development and item selection;

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- And other duties as required for managing materials and collections.
- **Specialized Library Services**
 - Register patrons with specific needs such as visual, auditory or other considerations;
 - Manage specialized material requests via TAL (The Alberta Library), CELA (Centre for Equitable Library Access), NNELS (National Network for Equitable Library Service), etc.
 - And other duties as required for managing materials and collections.

Qualifications & Qualities: The Catalogue-Collection Specialist is expected to hold a diploma in Library Technology, Library Administration, equivalent education or experience with a minimum of one (1) year in a library setting with demonstrated skills in:

- Staff supervision and human resource management;
- Polaris or similar integrated library system (ILS).

The Catalogue-Collection Specialist will also possess the following qualities and competencies:

- Detail-focused with strong organizational skill including management of physical and virtual files;
- Proficient technical abilities including competent use of MS Word, Excel, Publisher, etc.;
- Tactful approach to interpersonal communications with an emphasis on public service;
- Comfortable operating in a networked automated computer system;
- Competent problem solving and decision-making skills;
- Confident instructing colleagues and members of the public;
- Excellent written and verbal communication;
- Commitment to engaging in ongoing professional development activity;
- Able to push/ pull a loaded book-cart and lift a 25 kg (55 lb.) load from ground to waist height.

The Catalogue-Collection Specialist is required to maintain current First Aid and CPR certification. The Catalogue-Collection Specialist must also provide a clean RCMP security clearance as a condition of employment and upon request from the Board or Director. The Catalogue-Collection Specialist may also be required to provide a vulnerable sector check if assisting with programs or supervising activities involving children.

Hours & Compensation: The Catalogue-Collection Specialist is expected to work an average of 37.5 hours per week.

The Catalogue-Collection Specialist position may be salaried or waged following consultation with the Director at the time of hire according to [Appendix 3-B: Employee Wage & Salary Schedule](#) with position or payroll changes to be re-assessed following performance evaluations. The Catalogue-Collection Specialist position includes health and investment benefits. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.4	Service Specialist		
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Policy

Accountability & Responsibility: Service Specialists are employed by the Director to provide high quality public library circulation, reference and technical support services. Service Specialists work under the direct supervision of the Operations Manager but are answerable to the Director for overall service provision, performance and proficiency.

Service Specialists assist patrons with account registration, material circulation and resource instruction. Service Specialists also respond to a broad range of requests for technical help, inter-library loan processes, reader's advisory services and reference or other information supports.

Service Specialists work as a team to supervise Student Pages and volunteers, to monitor patron activities to ensure safe, appropriate use of the library and notifying the Manager or Director when support is needed.

Service Specialists assist in monitoring and maintaining collection quality by noting item damages and making minor repairs when possible or forwarding the item to the Catalogue-Collections Specialist for further assessment.

Specific Duties: The Service Specialist's duties include:

- **Administrative Hierarchy & Support**
 - Supervise, support and provide direction to Student Pages and volunteers;
 - Oversee activities in the library and aids, intervenes or report to authorities as needed;
 - And other duties assigned by the Director or Manager.
- **Library Services**
 - Register and renew patron accounts, verify contact information and maintain records;
 - Manage patron hold requests, run reports and retrieve items from shelves;
 - Process money transactions through fines or fees for service;
 - Circulate collection items using Polaris ILS to check items out/ in;
 - Respond to readers advisory, reference catalogue and tech support queries;
 - Instruct patrons on e-Resource use and assist with public computer use or network issues;
 - Support Programmers as requested;
 - And other duties as required to support services.
- **Collection Maintenance**
 - Check condition of materials being borrowed or returned by users;
 - Assist the Catalogue-Collection Specialist in material processing and maintenance:
 - identify damage, make notes in item record and make minor item repairs as needed,
 - identify item record issues and inform Cataloguer, Manager or Director to fix issues,
 - identify and correct collection issues such as label or RFID security tag replacement;
 - Prepare for annual collection inventory:
 - shelf-read to identify and correct mis-shelving and adjust overcrowded shelves,

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- process weeded or culled items for book sale or disposal;
- Help set up and maintain feature collection and marketing displays;
- And other duties as required for maintaining collection items.

Qualifications & Qualities: Service Specialists are expected to have achieved some level of post-secondary education with a certificate, diploma or degree in any relevant field and with the following skills, qualities or competencies:

- Tactful approach to interpersonal communications with an emphasis on public service;
- Proficient written and verbal communication;
- Strong organizational skill including management of physical and virtual files;
- Confidence with instructing members of the public on how to use library resources;
- Competent problem solving and decision-making skills;
- Comfortable operating in a networked automated computer system;
- Commitment to engaging in ongoing professional development activity;
- Able to push/ pull a loaded book-cart and lift a 25 kg (55 lb.) load from ground to waist height.

Service Specialists are required to maintain current First Aid and CPR certification. Service Specialists must also provide a clean RCMP security clearance and vulnerable sector check as a condition of employment and upon request from the Board or Director.

Hours & Compensation: Service Specialists are scheduled to work no less than 21 hours and no more than 35 hours per week as afforded by the operational budget.

Service Specialists are waged as recommended by the Director at the time of hire according to [Appendix 3-B: Employee Wage & Salary Schedule](#) with position or payroll changes to be re-assessed following performance evaluations. The Service Specialist position includes health and investment benefits. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

The Director may assign Service Specialists added roles or responsibilities according to individual talents or operational need, but the primary job title remains Service Specialist. The roles and responsibilities for additional job descriptions will be defined in a letter to the individual Service Specialist and added to their personnel file. Details of the additional job descriptions are included in this manual as [Appendix 3-C: Supplementary Job Descriptions](#).

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

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Policy:	3.1.1.5	Programmer		
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Policy

Accountability & Responsibility: Programmers are employed by the Director to devise and develop scheduled activities or events that stimulate community interest in the library and engage audiences. Programmers work under the direct supervision of the Operations Manager but are answerable to the Director for overall program provision, performance and proficiency.

Programmers work collaboratively to plan, promote and present innovative, interactive events that inspire community involvement in life-long learning and leisure activities.

Programmers lead and monitor event activity to ensure safe, appropriate use of library facility and notifying the Manager or Director when support is needed. Programmers supervise volunteers and staff designated to assist in guiding program participants and activities.

Programmers are expected to support Service Specialists when needed and when not otherwise engaged in program activities.

Specific Duties: The Programmer's duties include:

- **Program Planning & Promoting**
 - Plan and schedule programs that complement library initiatives and accommodate operations;
 - Inform library staff in advance of programs to recruit or request assistance and resources;
 - Recruit community partners and special guests to present at the library on topics of interest;
 - Prepare posters, media releases, calendars and other program promotional display materials;
 - Develop tools to measure participant satisfaction and generate new program ideas;
 - Record statistics on program activity attendance and report to the Director;
 - Arrange program space to accommodate presenters and participants;
 - Clean and organize program space following use;
 - And other duties as required for planning, preparing, promoting or presenting programs.
- **Administrative Support & Supervision**
 - Oversee program activities and aids, intervenes or reports to authorities as needed;
 - Supervise program volunteers, partner group presenters and participants;
 - Support Service Specialists as required or requested;
 - And other duties assigned by the Director or Manager.

Qualifications & Qualities: Programmers are expected to have achieved some level of post-secondary education with a certificate, diploma or degree in any relevant field and with the following skills, qualities or competencies:

- Dynamic personality, creative energy and passion for encouraging and exploring new ideas;
- Highly proficient written and verbal communication with emphasis on teaching and presentation;
- Strong organizational skill including scheduling and resource management;
- Competent problem solving and decision-making skills;
- Comfortable use of computers, web-based platforms and applications for virtual programs;

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- Commitment to engaging in ongoing professional development activity;
- Able to push/ pull a loaded book-cart and lift a 20 kg (45 lb.) load from ground to waist height.

Programmers are required to maintain current First Aid and CPR certification. Programmers must also provide a clean RCMP security clearance and vulnerable sector check as a condition of employment and upon request from the Board or Director.

Hours & Compensation: Programmers are scheduled to work no less than 21 hours and no more than 35 hours per week as afforded by the operational budget. Shift schedules vary to accommodate programs and ensure minimum staffing requirements are met.

Programmers position are waged following consultation with the Director at the time of hire according to [Appendix 3-B: Employee Wage & Salary Schedule](#) with position or payroll changes to be re-assessed following performance evaluations. Programmer positions include health and investment benefits. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.6	Student Page		
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Policy

Accountability & Responsibility: Student Pages are employed by the Director to maintain order and cleanliness of library collections and public spaces. Pages work under direct supervision of the Service Specialists but answer to the Manager for overall work performance and proficiency.

Pages must be at least 15 years old, enrolled in school and maintain an overall grade average of 75% or higher. Pages are never scheduled to work without senior staff supervision and will not be asked to work more than 15 minutes beyond library closing time without parental approval.

Pages are casual seasonal workers with employment commencing in September and concluding in June, unless asked to continue work during summer months to support SRC. Pages must re-apply each school year to gain experience writing résumés, drafting cover letters and practicing interview skills. Pages are welcome to use their employment with the library as a for-credit work experience arranged through the Manager in consultation with the student's academic advisor.

Specific Duties: Pages work closely with Service Specialists in handling returned materials and ensuring items are clean, undamaged, and properly labeled before shelving. Pages may also be called upon to assist patrons with minor service requests such as library layout directions, locating items on shelves, retrieving print or copy requests, etc. Pages are not allowed to handle money or provide higher-level services without training and approval of the Operations Manager.

Pages identify and correct collection issues such as disorganized or over-crowded shelves and reports to Service Specialists on areas requiring attention. Pages also observe activities in the library and notify Service Specialists of inappropriate activities or use of facilities and resources. Pages may be asked to assist Programmers or other staff with setting up equipment, arranging activity areas or guiding participants to event spaces.

Qualities: Pages are expected to have the following skills, qualities or competencies:

- Polite, friendly demeanor with a genuine interest in public service;
- Good written and verbal communication with emphasis on teaching and presentation;
- Competent organizational skill with an eye for detail and accuracy;
- Willingness to learn, follow instruction and seek direction when unsure of procedure;
- Self-motivated and able to work on tasks with minimal intervention;
- Able to push/ pull a loaded book-cart and lift a 20 kg (45 lb.) load from ground to waist height.

Pages are not required to provide security clearance or First Aid or CPR certification unless they are hired to assist Summer Program Staff.

Hours & Compensation: Pages are scheduled to work no more than 3 hours on school nights and no more than 4.5 hours on weekends to a total of no more than 12 hours per week without parental approval. Pages are employed at minimum wage according to [Appendix 3-B: Employee Wage & Salary Schedule](#). Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.7	Summer Program Coordinator	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Accountability & Responsibility: The Summer Program Coordinator is employed by the Director to plan, prepare and present Summer Reading Club (SRC) program activities and events. The Summer Program Coordinator works under direct supervision of Programmers but answer to the Director for overall work performance and program proficiency.

The Director will provide the Summer Program Coordinator with a budget allowance to cover all summer program activities; the Summer Program Coordinator designates and allocates spending from the budget or seek additional funding from local businesses, sponsors or partner groups.

The Summer Program Coordinator is responsible for working collaboratively with Programmers to plan, promote and present engaging, entertaining and enjoyable events that encourage children and youth to maintain reading practices or improve skills during summer months.

Specific Duties: The Summer Program Coordinator prepares schedules, develops theme activities and crafts, seeks sponsorship from community partners, gathers resources, arranges entertainers or special guests for event days, produces and distributes SRC promotional materials and enlists volunteers to help guide program participants. Student Pages may be retained during the summer months if there are insufficient SRC volunteers available.

The Summer Program Coordinator also devises tools to track participation, record activities, measure progress and report on outcomes at the end of the program season.

Qualifications & Qualities: The Summer Program Coordinator is a grant-supported position that requires a student between 18-30 years old that is enrolled in post-secondary studies immediately prior to or immediately following the program season. Preferred faculties include Library Study, Education, Early Childhood Development, Psychology, Sciences, General Arts or Humanities.

As a condition of employment, the Summer Program Coordinator is required to provide:

- Current First Aid and CPR certification or to acquire certification prior to the start of programs;
- RCMP criminal record and vulnerable sector check to allow work with children;
- Valid driver's license, current abstract and reliable vehicle for outreach activities.

The Summer Program Coordinator must also have the following skills, qualities or competencies:

- Dynamic personality, creative energy and passion for encouraging and exploring new ideas;
- Highly proficient written and verbal communication with emphasis on teaching and presentation;
- Experience working with children and youth with tactful approach to communicating with parents;
- Strong organizational skill including scheduling, resource management and work with volunteers;
- Competent trouble-shooting, problem solving and decision-making skills;
- Able to push/ pull a loaded book-cart and lift a 20 kg (45 lb.) load from ground to waist height.

Hours & Compensation: The Summer Program Coordinator will be scheduled to work no less than 30 hours and no more than 37.5 hours per week as afforded by the grant amount. The grant



Town of Drayton Valley Library Board

application for the Summer Program Coordinator requires a suggested wage expectation; the wage expectation will be calculated as 1.2 times the provincial minimum wage for an adult.

The Director may increase the wage at the time of hire depending on the candidate's education level or experience and only as the operational budgeting allows. Payroll is distributed by direct bank deposit on a bi-weekly schedule.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Library staff work as a team and may perform duties or functions in addition to or beyond those defined above in support of other worker's efforts as required to provide comprehensive services and relief coverage.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.1.8	Volunteer #		
Approved By:	DVLB Chair - Lyndara Cowper-Smith		Approved:	August 20, 2020
Signature:			Review By:	2024

Policy

Accountability & Responsibility: Volunteers are enlisted to assist the library by performing basic tasks or functions that are time-consuming and labour-intensive. Volunteers provide a valuable service to the community by providing unpaid assistance in support of library operations. Volunteers are not used to replace or displace library employees.

Volunteers can apply using **Form 3.1.1.8 Volunteer Application**. Tasks are assigned following an intake interview with the Operations Manager or Director to assess the individual's abilities or areas of interest and assign them to one of two general categories: General Operations (GO) Volunteers and Program (Pro) Volunteers.

GO Volunteers work under direct supervision of library staff above the level of Service Specialist.

General Duties: GO Volunteers help maintain general tidiness of the library by performing housekeeping tasks such as cleaning toys, computer screens, desk surfaces and keyboards or dusting shelves. GO Volunteers also assist with collection maintenance tasks such as handling materials, tidying shelves, date-sorting periodicals, labelling items, preparing weeded items for book sale, etc.

Qualifications & Qualities: GO Volunteers must be at least 13 years or older. Parental consent is required for any GO Volunteers under the age of 15 years old. GO Volunteers do not require any specific qualifications or experience.

GO Volunteers will not be assigned duties or tasks that deal directly with the public without direct supervision of library staff. GO Volunteers are not required to provide a criminal record or vulnerable sector check.

Pro Volunteers work under the direct supervision of the SRC Coordinator or Programmers.

General Duties: Pro Volunteers help plan, prepare or present program activities or events. Pro Volunteers assist with preparing for programs by assembling arts and crafts materials, arranging space or helping with participant supervision or direction at SRC or other program events, supporting people with special needs or assisting in program delivery.

Qualifications & Qualities: Pro Volunteers must be 15 years of age or older. Volunteers assigned to supervise or work alone with children must provide a criminal record and vulnerable sector check.

Volunteers are expected to follow instruction from supervisors and adhere to the Code of Conduct while working in, or on behalf of, the library. Volunteers who commit to a regular work schedule are held to the same expectation as staff for notifying the Manager as soon as possible when unable to attend work due to unforeseeable circumstances.

Hours & Compensation: Volunteers do not generally receive monetary reward or compensation for their activities. Volunteers record the time donated to the library using **Form 3.1.2.2 Time Sheet**. Volunteer are acknowledged according to policy on donor and volunteer recognition.

Note: The above job description defines minimum standards and expectations and should not be considered an all-inclusive list of roles, responsibilities, duties, requirements or qualifications. Volunteers may perform duties or functions in addition to or beyond those defined above.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2	^Conditions & Terms of Employment^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy and the conditions of employment referenced herein are required under the the *Libraries Regulation* section 7.2(a). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

The Board employs a full-time Director to manage the Library's human resources including employee hiring, professional development, staff retention and discipline as required to maintain the highest possible standard for Library operations within the limits of the operating budget.

The Board's Personnel Committee develops human resource policies that align with requirements of the *Alberta Employment Standards Code, Chapter E-9*, hereafter referred to as the *Code*.

Terms of employment policies define parameters of payroll planning and outline for employees the Board's reading of the *Code* as it applies to employment with Drayton Valley Library.

Conditions and Terms of Employment policies include description for the following:

- **Wages and salaries;**
- **Payroll tracking and distribution;**
- **Work scheduling and break allowances;**
- **Overtime, split-shifts and time in-lieu;**
- **Paid leave** for worker illness, injury, bereavement or compassionate care;
- **Unpaid leave** for excused absences from work;
- **Vacation allotment and statutory holiday pay;**
- **Employee benefits** structure and eligibility;

The Director, Board members and employees will refer to the *Code* to define matters or resolve issues not otherwise outlined in the *Conditions & Terms of Employment* policies.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.1	Wages & Salaries #		
Approved By:	DVLB Chair - Lyndara Cowper-Smith		Approved:	August 20, 2020
Signature:			Review By:	2024

Policy

Drayton Valley Library pay employees a wage or salary that is competitive and comparable to industry standards as defined on the Government of Alberta’s Learning Information Services (*ALIS*) website. Drayton Valley Library job titles and descriptions may not match verbatim with those listed on the *ALIS* website; however, wages and salaries will closely approximate similar job descriptions and responsibilities.

The Director is responsible for hiring staff including full-time, part-time, seasonal and casual employees as required to provide service, deliver programs and manage resources. The Director may employ other casual or contract workers to support effective and efficient Library operations.

The Director determines an employee’s entry wage or salary at the time of hire according to the position being filled and the skills or qualifications of the candidate being hired to fill the position. The Director completes **Form 3.1.2.1 Employee Intake & Payroll Change** to notify the bookkeeper of new employees being added to payroll and to register any changes to wage or salary.

The Director conducts staff evaluations annually to assess job performance and progress towards professional development goals to determine an employee’s pay-scale graduation.

Employees who work full-time hours (37.5 hours per week) may be considered for salaried payroll; all other employees will be paid an hourly wage.

The schedule used by the Finance Committee to calculate payroll expense for the library’s annual operational budget identifies wages and salaries according to general job description.

The current schedule is included as **Appendix 3-B: Employee Wage & Salary Schedule**.

The schedule will be reviewed by the Personnel Committee at least once every 2 years to ensure that wages and salaries remain competitive and comparable to similar-sized libraries.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.2	Payroll Tracking & Distribution #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Drayton Valley Library employees are paid on a bi-weekly schedule by electronic fund transfer (EFT) payment directly deposited into the account identified on *Form 3.1.2.1 Employee Intake & Payroll Change*.

Employees will record and report their payable hours using *Form 3.1.2.2 Time Sheet*. The employee will also use the timesheet tracking form to record statutory holiday allowances, sick time, used or banked time in lieu (TIL), vacation time taken or other leave from work. *Form 3.1.2.2* is also used by workers to report and track the number of hours donated to the library as a volunteer time.

Time sheet forms are to be completed and submitted to the Operations Manager no later than the Friday preceding scheduled payday. The Manager reviews all timesheets to verify that recorded hours agree with scheduled hours and to enter balances for remaining sick time, TIL and vacation hours before forwarding completed forms to the Director for review.

The Director confirms accuracy of timesheet information and follows up with staff to make corrections as needed before signing, scanning and sending timesheets to the bookkeeper no later than the Saturday prior to scheduled payday.

The bookkeeper enters the payable hours into the accounting program and produces a payroll breakdown for each employee to indicate the rate of pay, payable hours, gross pay, vacation pay (for waged staff), deductions for EI, CPP, tax and benefits for each employee. The bookkeeper prepares EFT payments with the bank and sends a scan of payroll reports to the Director.

EFT payments must be released four business days prior to the scheduled payday to be processed by the bank. Payday is scheduled every second Friday; therefore, payroll EFT must be released no later than Tuesday of the payroll week.

The Director contacts the Treasurer or other Board executive officer to provide second approval for payroll release according to *Expense Management* policies.

The Director provides each employee with a photocopy of their timesheet and payroll report on or before the payday. Original timesheets and payroll reports are filed in the Director's office.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.3	Work Scheduling & Break Allowances #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

The Operations Manager is responsible for preparing work schedules to maximize efficiency by ensuring enough staffing is available to handle workflows while remaining within the limits of budgeted weekly hour allotments for each employee.

Shift schedules are distributed to employees by email and will be posted in the work room or staff lounge at least two weeks in advance. Employees are responsible for attending scheduled shifts.

Employees who are unable to attend a scheduled shift due to unforeseeable circumstances are expected to notify the Director or Manager as soon as possible. Employees who are unable to complete an assigned shift due to illness or family emergency will be excused; the Director or Manager will provide relief coverage until a relief worker can be arranged.

Employees who know in advance that they will be unavailable for work must submit a completed **Form 3.1.2.3 Time-Off Request**. This form is required for reconciling time in lieu (TIL), scheduled medical appointments, vacations or other planned absences from work to allow the Manager time to adjust work schedules.

Employees will not be scheduled to work shifts less than 3 hours except for Student Pages. An employee attending a staff meeting outside of their regular shift schedule will be paid for a minimum of 3 hours at their regular wage, even if the meeting is less than 3 hours.

Shifts may vary in duration depending on the employee's position; however, shifts will not exceed 8 hours per day with at least 12 hours between shifts.

Breaks are coordinated by the Manager to ensure continued service provision while allowing relief for front-line workers. Employees are entitled to breaks according to the length of shift in accordance with section 18 of the *Code*. Rest periods are determined from the time a shift begins to the time the shift ends as follows:

- **1 to 3.75-hour shift:** no break allowance.
- **4 to 4.75-hour shift:** one 15-minute paid break.
- **5 to 6.75-hour shift:** two 15-minute paid breaks or one 30-minute paid meal break.
- **>7-hour shift:** two 15-minute paid breaks and one unpaid meal break.

Breaks are not written into the shift schedule except for split-shifts. Split-shifts will only be scheduled with the employee's approval to ensure service coverage; the period between split shifts will be considered an extended unpaid meal break. Split-shifts and lunch breaks should be noted on **Form 3.1.2.2 Time Sheet** in the far-right column to indicate time away from work.

Any employee working a shift longer than 7 hours are expected to take a 30-minute unpaid meal period, unless otherwise approved by the Manager. Employees who work through their meal period without approval will not be paid for additional time.

Break time not taken during a shift is forfeit and cannot be carried over to a future shift as banked or stacked break time. Employees are not permitted to take their meal or 15-minute break within the first or last hour of shift without the Manager's advanced consent.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.4	Overtime, Split-Shifts & Time In-Lieu	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Overtime is to be avoided at all cost due to budget limits. The Operations Manager schedules employee shifts to remain within the weekly allotment of hours budgeted for employees.

The Manager will schedule staff to work shifts that do not exceed 8 hours. Shifts that exceeds 8 hours from the start to the end of a scheduled work period will be split into two half-shifts with an extended unpaid meal break. When splitting shifts is not possible or practical the employee may bank time in-lieu (TIL) to be reconciled later as paid time off.

Banked TIL refers to unpaid hours beyond scheduled weekly shift allotment. Used TIL refers to paid hours to reconcile banked TIL owed to the employee. TIL is granted on an hour for hour exchange. Employees are not permitted to use TIL hours not yet banked.

An employee cannot bank TIL beyond their average weekly budgeted hours, (ex. an employee who work an average of 30 hours per week may bank a maximum of 30 TIL hours).

Banked TIL and used TIL will be recorded by the employee on *Form 3.1.2.2 Time Sheet*; TIL balance will be calculated and recorded by the Manager on the lower half of the form to provide a tracking mechanism for the employee.

Employees are encouraged to reconcile TIL within three months of banking the time. Banked TIL hours will not be carried beyond 6 months without approval of both the Director and Manager.

Using banked TIL must be coordinated with the Manager to ensure staffing is adequate to sustain operations. Employees will give the Operations Manager at least two weeks' notice before using banked TIL to allow for shift scheduling. An employee may be removed from the schedule to reconcile long-outstanding TIL.

An employee must request permission from the Director and Manager to bank TIL for extending vacation or other leave allotments by submitting a completed *Form 3.1.2.3 Time-Off Request*.

Any exceptions to overtime, shift splitting or TIL as described in this policy must be approved by the Director.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.5	Paid Leave – Sick & Bereavement Leave	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Employees are eligible to receive paid leave following completion of their 90-day probationary period. Paid leave is available at the employee’s regular rate of pay to cover unforeseen events or emergencies such as injury, illness or significant personal loss such as illness or death in the family.

Paid leave is available to employees who have completed the 90-day probation following their date of hire. Paid leave allotments or allowances are granted for the calendar year (January 1 to December 31) and cannot be accrued or carried over to the following calendar year and will not be paid out at the end of the year if unused.

Paid leave is only to be used when and as needed; abuse of paid leave or fraudulent claims are a violation of policy and will result in disciplinary action including possible termination of employment.

Due to the unpredictability of personal or family emergencies, the employee may complete and submit *Form 3.1.2.3 Time off Request* following the event to serve as an *Absence Report*. The Manager may complete the *Absence Report* on the employee’s behalf.

Sick Leave: Rules regarding sick leave are not defined in the *Employment Standards Code*. The Board defines sick leave as the short-term absence from work due to illness or injury of an employee; short-term absence is defined as up to but not exceeding two consecutive weeks.

Sick leave is paid only for those days and hours that an employee is absent from their regularly scheduled shifts.

The employee must provide the Director with a medical practitioner’s note when leave due to illness or injury extends beyond two consecutive days absence from duties. Notes can be emailed, faxed or arranged for pick up by another staff member if the employee is unable to deliver it in person.

Sick leave allowance is calculated in hours to accommodate employees who work variable shifts. The formula used to calculate annual sick leave allowance is:

Average hours worked/ week x 0.06 x 52 weeks/ year = Annual Sick Leave Allowance

Ex.: *Employee A: Average 22.5 hours per week x 0.06 x 52 = 70 hours* sick days per year max.

Employee B: Average 37.5 hours per week x 0.06 x 52 = 117 hours sick days per year max.

Once an employee’s annual allowance has been used, leave extension may be arranged at the Director’s discretion on an ad hoc basis as paid or unpaid depending on the circumstance and the projected return to work. Employees experiencing severe or chronic illness or injury are advised to contact the health benefits provider to explore disability coverage options.

Any employee or volunteer that suffers an illness or injury through, or as result of, performing duties must be assessed by a medical practitioner within 24 hours of onset of signs or symptoms and reported to Alberta’s Workers Compensation Board. The incident must also be documented in an incident report and submitted to the Director for inclusion in the employee’s personnel file.

Employees returning to work following serious injury or illness require clearance from their medical practitioner approving return to full or modified duties.

Town of Drayton Valley Library Board

Bereavement & Compassionate Leave: Bereavement leave is defined in the *Code* as a short-term paid absence from duties following the death of immediate or extended family member including:

- Immediate Family: Spouse/ life-partner; child (includes step/ foster-children, wards); parent (includes in-laws, step/ foster parent); sibling (includes in-laws, step/ foster/ half-siblings or their spouse/ life-partner); grand-child; grand-parent.
- Extended Family: aunts/ uncles; niece/ nephew; first cousin

Employees are eligible for up to five days of paid bereavement leave for an immediate family member and up to three days for an extended family member.

The Director may allow employees to use bereavement leave for compassionate care of terminally ill family members. Employees requesting or requiring extended compassionate leave to care for chronically ill family members will be granted up to a maximum of 27 weeks unpaid leave as described in the *Code*. An employee returning from extended compassionate care leave will return to duties at the equivalent wage and job description.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.6	Unpaid Leave – Excused & Unexcused Absence	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Employees may request unpaid leave from work for legitimate personal reason. Employees requiring time off for legitimate personal reasons are expected to notify the Director or Operations Manager with as much forewarning as possible to allow for scheduling adjustment.

Employees will submit *Form 3.1.2.3 Time-Off Request* in advance of an anticipated absence; this form may be used after the fact as an absence report in situations where advanced notice is not possible such as family emergencies, sudden illness or injury.

The *Employment Standards Code* defines parameters for job-protected leave; the Board provides up to three days of paid time off for compassionate and bereavement leave. All other job-protected leave is available as unpaid time off in compliance with and defined in the *Code*.

Excused Absence: Excused absences include vacation allowance, TIL reconciliation, medical appointments for self or family, or other approved leaves outlined in *Condition of Employment* policies.

Late arrival to, or absence from, work may be excused in extenuating circumstances such as:

- vehicle or other accident (with or without injury),
- severe weather (unsafe road conditions),
- or other justifiable cause preventing attendance.

In extenuating circumstances, the employee is expected to notify the Library as soon as possible by phone when it is safe to do so. The staff member that receives the call or phone message must inform the Manager or Director immediately; the Manager or Director will provide service support until shift coverage can be arranged or the employee arrives to complete their shift.

When an employee is late for the start of a scheduled shift and there has been no phone notification the following protocol will be followed:

- 5-10 minutes late: check communications booklet for notes on shift arrangements,
- 10-15 minutes late: notify the Manager or Director,
- 15-20 minutes late: Manager or Director phone or text employee,
- 20-25 minutes late: Manager or Director phone employee's listed emergency contact,
- 25-30 minutes late: activate emergency services depending on circumstances.

The Director may authorize the absence as unpaid or paid depending on circumstances.

Unexcused Absence: Failure to provide a legitimate reason for missing or arriving late to a scheduled shift will be deemed as unexcused absence from duties and will be recorded in the employee's personnel file for consideration and inclusion in performance evaluation.

The employee will not be paid for the missed time and will not be offered the opportunity to make up time missed either by staying late, working additional shifts or using banked time in-lieu.

Chronic unexcused absences will result in disciplinary action.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.7	Vacation Allotment & Statutory Holiday Pay	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	Jan 21, 2021
Signature:		Review By:	2024

Policy

Employees are entitled to vacation pay allowance and vacation time allotment in accordance with the *Employment Standards Code*. Annual vacation allotments are calculated using the employee’s anniversary date to determine years of service.

Vacation Pay Allowance: Waged employees are eligible to receive vacation pay effective from their date of hire. Waged employees do not receive payroll while on vacation; rather, waged employees are paid vacation allowance as a percentage of their gross earnings on each payroll.

Vacation allowance is calculated according to the following schedule:

Continuous Years of Service	Vacation Pay
• Date of hire – end of 3 rd year	4% gross pay
• 4 th year – end of 7 th year	6% gross pay
• 8 th year – end of 12 th year	8% gross pay
• 13 th year and beyond	10% gross pay

Salaried employees do not receive vacation pay; rather, vacation pay is included in the employee’s annual salary. Salaried employees receive regular allowance on each payroll cycle while on vacation.

Vacation Time Allotment: Both waged and salaried employees are eligible to receive vacation time allotment following one full year from their date of hire. Vacation time allotments are calculated in hours to accommodate employees who work variable shifts. The formula used to calculate annual vacation time allotment is:

Continuous Years of Service	Annual Vacation Allotment (Hours)
• 1-3 years	4% x average hours/ week x 52 = vacation allotment
• 4-7 years	6% x average hours/ week x 52 = vacation allotment
• 8-12 years	8% x average hours/ week x 52 = vacation allotment
• >13 years	10% x average hours/ week x 52 = vacation allotment

Employees will schedule vacation time at least 42 days in advance by submitting a completed *Form 3.1.2.3 Time Off Request* to allow the Manager time for scheduling requests on a first-received, first-filled basis.

Employees must take their vacation time during the year in which it is allotted; allotments must be used prior to December 31st. A three-month extension into the following year can only be arranged with approval from both the Manager and Director. Unused vacation time will not be carried beyond this grace period and the employee will be taken off the schedule until the allotment is reconciled.

Statutory holidays that fall during an employee’s scheduled vacation will not be deducted from the vacation time allotment; rather, employees are paid an allowance for all statutory holidays.

Town of Drayton Valley Library Board

Statutory Holiday Pay: The Board reviews statutory holidays and determines library closures for the following year at the November Annual Organizational Meeting. The library will be closed for all statutory holiday weekends unless otherwise moved by the Board for public engagement events. Refer to **Appendix 4-A: Scheduled Library Closures**.

Paid statutory holidays include:

- New Year's Day**
- Family Day**
- Good Friday**
- Victoria Day**
- Canada Day**
- Labour Day**
- Thanksgiving Day**
- Remembrance Day**
- Christmas Day**

All employees, except contracted employees, receive a pay allowance for each statutory holiday unless the holiday falls on a Sunday when the library would otherwise be closed to the public. Statutory holiday allowances are calculated to account for shift equity of staff who work variable shifts based on the employee's average weekly hours using the following formula:

Employee's Average Weekly Hours ÷ 5 days/ week = Statutory Holiday Allowance

Examples:

Employee A: **30 hours per week ÷ 5 days/ week = 6 hours** on each statutory holiday

Employee B: **22.5 hours per week ÷ 5 days/ week = 4.5 hours** on each statutory holiday

Employees do not receive holiday pay allowances for non-statutory holidays:

- Easter Saturday**
- Easter Monday**
- Heritage Day**
- Christmas Eve**
- Boxing Day**
- New Year's Eve**

Employees are not required to work on statutory holidays; however, staff may be recruited to assist as volunteers for special events including parades or public engagement events. On such occasions the staff-volunteer will bank TIL at **1.5 x** hours worked.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources Policies

Policy:	3.1.2.8	Employee Benefits	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

The Board is committed to providing library staff at or above Service Specialist with an incentive plan that contributes to employee's health and financial well-being. Sunlife group benefits are coordinated through the Board's insurer, AUMA.

Employees who work an average of 21 hours per week or more are required to enroll in the group benefits plan following completion of their probationary period. Benefit plan enrolment can only be waived when the employee provides proof of coverage from another health plan provider.

Copies of benefit enrolment forms will be filed in employee's personnel folders in a secure drawer in the Director's office along with AUMA's schedule of benefits and rates. Employees may review their enrolment forms by appointment with the Director; revisions to existing benefits may require one full month to come into effect.

Any reconciliation of benefit payments resulting from months where there are three pay cycles will be corrected before year-end or in the final month of employment.

Group benefits include Health Benefits as well as Investment Benefits.

Health Benefits: The employee will be assigned a plan number upon enrolment in sequence to the last assigned number.

Employees with no spouse and no dependent children will enroll for "Single" health benefits.

Employees with a legal or common-law spouse, with or without dependent children, must enroll for "Family" health benefits unless proof of health coverage under spousal plan is provided; if proof of alternate health coverage is provided, the employee may opt to:

1. Enroll for "family" health benefits to supplement the spouse's plan coverage,
2. Enroll for "single" health benefits coverage, or
3. Waive health benefits coverage entirely.

Health benefits includes:

- *Group Life: 100% covered by employer*
- *Accidental Death & Dismemberment: 100% covered by employer*
- *Dependent Life (Applies only to "Family" plan): 100% covered by employer*
- *Employee Assistance Program: 100% covered by employer*
- *Extended Health Care & Vision: 100% covered by employer*
- *Dental: 100% covered by employer*
- *Short-Term Disability: 100% covered by employee*
- *Long-Term Disability: 100% covered by employee*
- *Additional, Optional or Volunteer Coverage: 100% covered by employee*

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Health benefit premiums are deducted from the employee's bi-weekly pay and indicated on the payroll summary issued to staff each pay cycle.

Investment Benefits: Investment benefits are capped at maximum of 18% of the employee's gross earnings. The employer's contribution towards investment benefits will not exceed 6% of the employee's gross earnings.

The employee's minimum contribution towards investment benefits must at least match the employer's contributions of 6%. Employees may contribute up to an additional 6% of their gross earnings towards the investment benefits plan of their choice.

Employees are required to enroll for Direct Contribution Pension Plan (**DCPP**):

- The employer will contribute up to 4% of the employee's gross earnings towards DCPP.
- The employee will contribute a minimum of 4% of gross earnings towards DCPP.

Employees are also required to enroll for retirement or investment savings. Employees may choose to invest in a Registered Retirement Savings Plan (**RRSP**) and/ or a Tax-Free Savings Account (**TFSA**):

- The employer will contribute up to 2% of the employee's gross wage towards either the employee's RRSP or TFSA plan. If the employee is contributing to both an RRSP and a TFSA, then the employee must indicate at the time of enrolment which account they want the employer's 2% contribution to be directed.
- The employee will contribute a minimum of 2% of gross earnings towards either their RRSP or TFSA.

Investment benefit premiums are deducted from the employee's bi-weekly pay and indicated on the payroll summary issued to staff each pay cycle.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3	^Professional Development^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy and those policies identified herein by format headings are required under the *Libraries Regulation* section 7.1(b). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

Drayton Valley Library Board recognizes the importance of recruiting and retaining competent, qualified professional staff.

The Director acts as the Board’s human resource officer for recruiting, training, overseeing and planning for succession of library staff to ensure effective and efficient library operations. The Director is assisted in this role by the Board’s Personnel Committee for the development of policies governing operations and by the Manager for hiring, training and evaluating employees.

Employees are expected to maintain a high standard of professionalism in delivering quality services and programs by remaining current with changing technologies and procedures. Training begins with the hiring and orientation of a new employee and continues throughout their career with Drayton Valley Library.

Professional development policies in this section of the manual include:

- **Staff Recruitment & Hiring**
- **^Workplace Orientation^**
- **^Continuing Education & Training^**
- **^Professional Association Membership^**
- **^Performance Evaluation^**
- **Mentorship, Succession & Attrition**
- **Service Recognition & Retirement**

Professional development policies provide a framework for engaging, training, supporting, and evaluating employees as well as planning for staff turn-over and acknowledging workers for their service efforts.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.1	Staff Recruitment & Hiring #		
Approved By:	DVLB Chair - Lyndara Cowper-Smith		Approved:	August 20, 2020
Signature:			Review By:	2024

Policy

The Library Board upholds the principle of selecting the most qualified and suitable candidate to fill any position that comes available.

Vacant positions may be offered internally as part of succession planning. Positions may be simultaneously posted for internal and external recruitment at the discretion of the Director.

The Director position is advertised and hired by the Board; all other positions are advertised and hired by the Director. External job advertisements may be posted in the local newspaper, the library website, listservs, recruitment agencies or other platforms deemed appropriate to the professional level of position being offered.

Posting details may be brief or detailed depending on the platform used for advertising and the professional level of the vacant position. The higher the position being posted, the greater the detail of the advertisement including roles, responsibilities, accountabilities, education or other qualifications and hours of work expected; wage or salary expectations may be included or excluded at the discretion of the Director/ Board Chair.

Advertisements will include a preferred means of submitting applications and a defined close date for the competition that provides reasonable time to recruit a pool of suitable candidates. The competition may be extended by re-posting the advertisement with a new close date if the initial pool of applicants is insufficient.

Applications will not be reviewed until the end of the day on the close date to avoid potential bias in the selection of candidates for interview. Selection of candidates for interview and hire is outlined in **Procedure 3.1.3.1 Staff Recruitment & Hiring**.

Interviews for library personnel are conducted by a minimum of two supervisors including the Director, the Manager or designated senior staff member; interviews for the Director are conducted by the Board Chair, one other member of the Personnel Committee and the Manager; interviews for the Manager are conducted by the Director and the Board Chair or other designate member of the Personnel Committee.

Applicants who are family members of current employees and trustees will be handled using “arms length” criteria in terms of hiring and direct supervision. Selection and hiring administrators must recuse themselves from the candidate review, interview and hiring procedure when a family member or close friend is among the pool of applicants: if selected for hire, supervision and accountability for family or friend will pass to the next level of seniority on the organizational hierarchy to avoid the appearance of nepotism or conflict of interest.

Once a candidate is selected for employment, the Director will extend an official offer in writing with a detailed job description, terms of employment including pay expectation, terms of probation and a proposed start date; offers for a Director position are issued by the Board Chair.

Written acceptance of the offer is required within five (5) business days before it becomes void; the position may then be offered to another candidate. Unsuccessful candidates will be notified of the competition outcome only after an offer has been accepted.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.2	^Workplace Orientation & Probation^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy is a requirement of the *Libraries Regulation* section 7.1(b). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

Orientation of new employees is the responsibility of the Library Director beginning on the first day of work with a tour of the library including public spaces, non-public work areas, location of safety equipment and emergency exits. The Director will introduce the employee to the Manager or immediate supervisor for the next stage of orientation.

The Manager will introduce the employee to co-workers, their roles and how the various positions work together and assign a mentor of equal or higher position on the organizational hierarchy. The mentor will guide and assist with training on job-specific tasks until the employee is capable and comfortable with procedures.

The employee will be provided access to electronic or hard-copies of all policies and procedures with instruction to focus on Personnel, Service Operations and Risk Management sections; questions on policies or procedures should be answered by the mentor, Manager or Director.

The probationary period allows the employee opportunities to learn workflow, tasks & duties, and to become familiar with policies and procedures in practice.

Employees are not permitted unescorted or after-hours access to the facility until they have completed probation and have fulfilled security clearance screening requirements as outlined in job descriptions.

Probationary periods for new employees are as follows:

- **180 days:** Administrative positions (Director and Manager)
- **90 days:** All other positions

Probation may be extended by the Director or Board Chair for no more than one additional period that cannot exceed the length of the original probationary term.

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POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.3	^Continuing Education & Training^ #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy is a requirement of the *Libraries Regulation* section 7.1(b). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

Library staff are required to engage in ongoing professional development opportunities as a condition of continued employment. Employees must earn a minimum of *15 continuing education credits* annually. Credits are earned according to the following point structure:

- **Staff Meeting:** *1 credit* per meeting
- **1-2 hour Seminar or Webinar:** *1 credit* per webinar
- **3-4 hour Half-day Seminar or Workshop:** *2 credits* per workshop
- **5-8 hour Full-day Workshop, Seminar or Conference:** *4 credits* per day
- **Course of Study:** *credits to be determined* by Director following completion of coursework

The Director will forward information on training opportunities from regional libraries, professional associations or other education organizations. Employees are responsible for recording their continued education activities on **Form 3.1.3.3 Continuing Education Tracking** and submitting the report to the Director at least once per year as part of performance evaluations.

The Director must be notified of, and approve, registration for continued education opportunities that require payment of fees for which the employee will seek reimbursement prior to registration; the Director may coordinate registration and payment on behalf of the employee.

Employees who pursue their own continuing education opportunities may be eligible to claim expenses only when they have discussed the benefit and cost of the training with the Director in advance of a training session and have received approval for reimbursement. Reimbursement for expenses will be managed according to Finance policies.

Education activities that do not benefit library services or do not relate to the employee's job description will not be approved for reimbursement.

Staff meetings are integral to on-going in-house training activities. All employees are expected to attend staff meetings except Student Page staff. Staff meetings are held once per month to address operational issues, communicate changes to policy or procedure, discuss upcoming events and plan services or programs.

Employees are paid their regular wage to attend staff meetings; staff are paid a minimum of three hours for attending a staff meeting on a day that they would not otherwise be on shift. Split shifts may be scheduled to ensure evening shift coverage and break allowances.

The Manager consults with the Director to prepare the meeting agenda to include time for round-table discussion of operational matters and engage in team collaboration to resolve problems or answer questions.



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Staff meetings are also used for in-house training on new or modified procedures. Employees are encouraged to share information that they have gained from continuing education activities or events as part of group mentorship training.

Mentor training is considered informal in-house workplace instruction and does not count towards continuing education credit.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.4	^Professional Association Membership^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy is a requirement of the *Libraries Regulation* section 7.1(b). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

The Board recognizes that continuing education opportunities often require membership with a professional association to register or offer reduced registration fees for association members. Therefore, coverage for association membership is in the best interest of the library's continuing education and succession plan.

The Director will budget for, and ensure annual renewal of, the Board's Alberta Library Trustee Association (ALTA) membership. ALTA membership is required for access to trustee resources and is required for other continuing education events sponsored by the Trustees Association such as registering board members at the annual Alberta Library Conference (ALC).

The Director will also budget for and purchase annual membership in the Library Association of Alberta (LAA). LAA membership may be institutional or individual depending on the Association's requirement for registering employees at the ALC.

- If institutional membership is available, then the Director represents Drayton Valley Library on voting matters presented at the LAA annual general meeting held at ALC.
- If LAA institutional membership is not available, then the library will budget for and purchase LAA memberships for each employee approved to attend ALC and each employee will have an independent voice on voting matters presented at the LAA annual general meeting.

Employees with a Library Technician diploma may request that the Director purchase membership with the Alberta Association of Library Technicians (AALT) if affiliation allows for extended continuing education opportunities.

Other association memberships may be considered by the Director on an ad hoc basis following budget analysis of fees vis-à-vis continuing education opportunities available through affiliation.

Employees may purchase their own personal membership in professional association; however, reimbursement is not guaranteed without the Director's prior approval.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.5	^Performance Evaluation^ #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy is a requirement of the *Libraries Regulation* section 7.2(a). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Policy

The performance evaluation is an ongoing process that enhances employee job satisfaction by opening positive communication channels between employees and administrators in developing a higher standard of service for the community.

The Director is responsible for conducting formal employee performance evaluations annually. The Board Chair is responsible for conducting the Director's annual performance evaluation with support from the Personnel Committee.

An initial performance evaluation is conducted upon completion of a new employee's probation and at least once every year thereafter. The annual review assesses an employee's aptitude in relation to their job description and addresses areas for professional development.

Employees will meet with the Director for a one-on-one discussion to identify personal career objectives, review the past year's experiences and collaborate to develop an education plan for the upcoming year.

Summary notes of the discussion will be used to complete a formal evaluation report to be kept in the employee's personnel file as a reference to measure outcomes and progress from previous development plans. The Director will provide opportunities for training tailored to the individual employee's plan and will provide support in guiding ongoing improvement efforts.

The Director will use **Form 3.1.3.5 Annual Performance Evaluation** to assess staff and guide the employee's development plan. Formal evaluations will be reviewed, signed and dated by both the employee and the Director. Employees may request to review their formal evaluations at any time.

Performance evaluation outcomes may contribute to, but do not guarantee, progression of pay scale or advancement in job description.

An employee who disagrees with their assessment may request a re-evaluation to include the Manager's participation according to grievance policies.

Volunteers are trained and supervised by the Operations Manager or designate. Evaluation of volunteer performance is an informal process handled by the Manager in consult with the volunteer's direct supervisor to correct procedural errors, modify instruction and guide activity.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.6	Mentorship, Succession & Attrition	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Library staff work as a team to collaborate in the training process through workplace mentorship. New employees are assigned a senior staff mentor of similar or higher-level job description to share experience and provide support or guidance when needed.

Novice employees will job-shadow with their mentor during the probation period until they are comfortable and competent at following procedures; mentors will demonstrate processes several times before stepping back to observe the novice, stepping in only to correct mis-steps or provide further explanation.

Mentorship will continue until the novice has proven their proficiency. The Director may call upon mentors to report on a novice's readiness to work independently and whether the novice requires further training before completing probation.

Mentorship is also used in cross-training for team support or advancement of job-description. Employees that demonstrate ability or express interest in advancing to a higher level of expertise will, when possible, be assigned shifts that allow job-shadowing with a senior mentor.

Mentor training is also used as succession planning and to ensure position coverage for short-term leaves of absence and attrition due to retirement.

An employee providing short-term leave coverage (1-3 months) does not qualify for change in job title or related wage advancement. Employees providing long-term leave coverage (3-12 months) qualify for temporary change of job title and wage advancement to be determined by the Director.

Succession training may not be possible for higher-level job descriptions that include educational requirements or in cases of absence due to sudden illness. Succession of responsibilities and duties for unplanned absence of senior positions ascends to the next higher level of the organizational hierarchy until a long-term solution is arranged or duties re-distributed.

The Operations Manager assumes the Director's duties, except for signing authority, during short-term absence (1-3 months); the Board Chair assumes the Director's responsibilities for long-term absence (longer than 3 months) or until other arrangements are made.

The Director may be required to reduce staffing through Board-mandated attrition due to budget restrictions; the Director will review options to adjust the payroll budget including:

- Adjustment of full-time equivalencies (FTE) for one or more employees to reduce overall staffing with or without modifying the library's public service hours;
- Survey staff for voluntary leave of absence, early retirement, or resignation;
- Terminate one or more employees based on level of qualification, seniority in years of service or quality of performance.

The Director will consult with the Manager and the Board Executive Committee prior to issuing termination notices. Dismissals will be handled according to termination policy.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.1.3.7	Service Recognition & Retirement	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

The Board acknowledges the hard work and dedication of Drayton Valley Library staff in delivering quality community-based services and programs. Staff are the professional face of the organization.

Recognition provides workers, including staff, trustees and volunteers with incentive and reward for their ongoing effort and commitment to the library and to the community.

The Board supports the following staff recognition:

- **Celebrating Anniversaries:** Staff may be recognized for significant milestones, such as birthdays or work anniversaries, with a cake and/ or card shared among co-workers according to the wishes of the individual employee. The expense for such celebration will not exceed \$20 per employee.
- **Years of Service Honorarium:** Employees will be recognized for their years of service with a monetary honorarium as follows:
 - **5 years** of service: **\$250.00**
 - **10 years** of service: **\$500.00**
 - **15 years** of service: **\$750.00**
 - **20 years** of service: **\$1000.00**
 - **25 years** of service: **\$1500.00**

Staff recognition will be included in planning the annual operating budget.

- **Employee Retirement:** The Director and Board will prepare and present a letter to any employee that has served at least 10 consecutive years with Drayton Valley Library upon their retirement. The employee may also receive an appropriate gift from the staff and Board up to \$100 from the operational budget. Staff and Board may contribute additional out-of-pocket money to supplement the purchase of a retirement gift.
- **Trustee Recognition:** Trustees will be recognized for their service to the Board at the end of each complete three-year appointment term with a monetary honorarium of **\$250**.
- **Volunteer Recognition:** The Board recognized individual volunteers based on the number of hours donated in the service of advancing Drayton Valley Library towards achieving its mission. The Manager records volunteer time on time sheets and reports total hours donated in the calendar year to the Director for the annual report. Volunteers will be publicly acknowledged according to policy on donor recognition.

The Director or designate will prepare certificate of appreciation and letters of recognition to staff, volunteers and trustees that have achieved significant milestones during the year. Honorariums and Service Awards will be presented annually at a public event.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2	Employee Expectations	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Introductory Statement

The Board and Director recognize that employees have the right to work in a positive, respectful environment that is free of harassment, threats, intimidation, violence, or malicious comments in connection with an individual worker's job skills, character, or reputation, or any episode of past misconduct. Workers and administrators are expected to always act professionally in the conduct of duties and interpersonal communications with co-workers and library patrons.

Policy

Drayton Valley Library staff and administrators are expected to observe and obey the standards and guidelines laid out by the Board in policies and procedures. All workers have a shared responsibility to display dignity and practice basic principles of respect in all working relationships.

Staff will adhere to the tenets outlined in the *Employee Code of Conduct* while carrying out their job duties or assigned tasks and when interacting with co-workers and members of the public.

Employees are accountable for familiarizing themselves with policies and to seek clarification on procedures or protocols.

The Director has full authority to manage worker conduct to ensure compliance with policies and is responsible for responding to workplace conflicts through administering discipline for violations up to and including dismissal for just cause.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2.1	Employee Code of Conduct	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

This policy outlines standards of behaviour to which all workers, including administrators, staff and volunteers are to uphold.

Employees are expected to comply with this *Code of Conduct*. Nothing in this code is intended to conflict with the Library's obligations to its employees or related policies and processes that define conditions and terms of employment.

Workplace Behaviour

Workers will treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the *Alberta Human Rights Act*, Section 7. The following standards outline workplace behaviours for which all employees are accountable. All employees are expected to:

- adhere to all applicable laws and regulations;
- act with reasonable care, integrity, and diligence in the performance of duties;
- arrive on time and ready for work at the scheduled time and dressed appropriately;
- be fair and honest in their dealings with individuals and organizations and behave in a manner that facilitates constructive communication between the Library and the community;
- seek and achieve a team approach with other employees in an environment of mutual respect, trust, and acceptance of each person's role and responsibilities in achieving the Library's goals;
- establish a working relationship with other employees that recognizes and respects the diversity of opinions and achieves the best possible outcome for the community;
- respect and use information obtained in the course of their duties in a careful and prudent manner;
- adhere to policies and procedures approved by the Library Board;
- avoid real or apparent conflict of interest between their duties and responsibilities as an employee and any outside interests;
- provide courteous, competent, and responsive service to Library users and co-workers;
- respect the rights, dignity, and feelings of others;
- communicate in a civil and respectful manner, whether the communication is verbal, written, or electronic. Language used must always meet acceptable social standards and contribute to a positive work environment;
- respect other employees' work areas and property;
- respect the personal privacy of co-workers, contractors, customers, and suppliers;
- be aware that they represent the Library while carrying out their job duties and responsibilities, whether they are in the Library or at a work-related meeting, conference, or other function held outside of Drayton Valley Library.

Town of Drayton Valley Library Board

Workplace Safety & Violence Prevention

Employees are not permitted to commit any violent act or threatening gesture or speech against other employees or members of the public.

Employees are not permitted to bring weapons of any kind or any instrument designed to look like a weapon into the workplace. The definition of a weapon includes fireworks, explosives, dangerous chemicals, firearms, knives, or any other arms classified as a weapon, or any other object which is used to cause harm.

Harassment

All employees have the right to work in an environment that is free of harassment, threats, intimidation, violence, or malicious comments in connection with job skills, character, or reputation, or any other misconduct. No violent, intimidating, or threatening behaviour or misconduct in any form will be tolerated.

The Library is committed to providing employees with a work environment free from unlawful discrimination or harassment. Workplace harassment occurs when an employee engages in any demeaning or offensive behaviour (verbal or non-verbal) which causes the work environment to be stressful, degrading or discriminatory for some employees. No form of harassment, including either sexual or personal harassment, will be tolerated, whether it involves employees or members of the public.

Alcohol and Drug Use

Employees must never perform their job duties and responsibilities while under the influence of alcohol, drugs, or other similar substances. Employees must never consume alcohol, drugs, or other similar substances at work or during a break or lunch period.

Responsibilities

The Library Director is responsible for communicating the Code of Conduct to all employees.

Employees must conduct themselves in accordance with the terms of the Code of Conduct while carrying out their job duties or assigned tasks and when interacting with co-workers and members of the public.

The Operations Manager is responsible for ensuring that each reported incident of alleged breach of the Code of Conduct is addressed in a timely manner. Minor breaches may be dealt with at the Manager's level; more serious or chronic breaches will be conveyed to the Director.

The Library Board is responsible for investigating any alleged breach by the Director.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2.1.1	Dress Code & Personal Hygiene	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

The Board acknowledges that public attitude toward an organization is heavily influenced by the appearance of its employees. The appearance of library personnel contributes to the perception that library users are receiving knowledgeable, courteous, and professional service.

Staff are expected to present a business-like image while on shift. Employees will dress for work in attire that is clean and appropriate for public service. Personal hygiene is equally important; staff are expected to arrive at work well-groomed. Radical departures from conventional dress or personal grooming and hygiene standards are not permitted.

Employees may dress in “business casual” attire. Clothing should fit properly and not restrict or limit movement. Jeans are allowed only if they are clean and free of patches or tears. T-shirts are allowed only if they do not display images or writing that may be considered offensive. Skirts and shorts may be allowed during summer months only if the hem does not ride higher than mid-thigh.

Hair should be clean, trimmed and neatly arranged including men’s facial hair. Makeup application and jewelry should be tasteful and modest. Staff will practice discretion in exposure of tattoos, body piercings or under-garments. Strong perfumes or colognes are not allowed to avoid possible grievances from co-workers or clients with allergies.

Employees will not be allowed to wear:

- athletic gear such as sweat clothes, spandex or tracksuits,
- t-shirts with symbols or writing that may be considered offensive,
- shirts that are sheer, reveal midriffs or blatantly reveals undergarments,
- flip-flop or open-toed shoes,
- any clothing with tears or stains.

Any employee who does not meet the standard of this policy will be required to take corrective action, which may include leaving the premises on unpaid time to change attire or tend to personal hygiene.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2.2	^Workplace Grievance^ #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Preamble

^This policy is a requirement of the *Libraries Regulation* section 7.2(a). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.

Introductory Statement

Grievance is defined as any difference arising out of the interpretation, application, administration or alleged violation of policies, procedures or the employee code of conduct. Grievance is a term with legal connotations and implications, whereas a complaint is not. For a grievance to be placed, the worker's employment must have been adversely affected by the matter being grieved.

Policy

Complaints may result from any condition of employment that the employee feels are unjust or inequitable. Employees experiencing work-related problems or conflicts should seek counsel from the Manager to solve operational issues. Complaints that cannot be resolved by, or that involve, the Manager should be brought to the Director for resolution and vice versa.

An earnest effort will be made to settle complaints fairly and promptly. However, if the matter of complaint is not resolved to the employee's satisfaction within five (5) business days, then formal grievance is warranted. The aggrieved employee will have fourteen (14) days from the date of incident to submit a formal workplace grievance.

Workplace grievances must be presented in writing by the aggrieved employee to include as much detail as possible (names, dates, times, circumstances, summary of exchanges, etc.). An investigation into the alleged offense will be initiated by the Director, or Manager if the grievance involves the Director.

The Director or Manager will meet with the aggrieved employee to establish, in writing, a confirmation of initiation of the grievance process, including a reasonable and mutually agreed time-limit for concluding matters.

The aggrieved employee will be present at each step of the procedure to present their case.

- If the employer fails to comply with the procedure or the agreed time-limit, then the grievance may be advanced to the next step by the aggrieved employee.
- If the aggrieved employee fails to comply with the procedure, then the grievance will be considered abandoned.

An abandoned grievance will not be used prejudicially against the employee in the course of their continued service or in any future grievance of a similar nature.

A grievance that advances to the Board will be discussed *in-camera* prior to rendering a decision on the matter.

Refer to **Procedure 3.2.2 Workplace Grievance** for further details.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2.2.1	Discipline & Reprimand	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

All employees are expected to familiarize themselves and adhere to the standards defined by policies and procedures that are posted online and accessible in staff manuals. Failure to abide by these standards will result in disciplinary action.

Employees are encouraged to discuss policies and procedures with mentors and administrators in context of day-to-day operations and to ask clarification when directions are unclear. Ongoing communication provides a positive and purposeful approach to improving job-satisfaction and work performance.

The Director has full authority and responsibility to discipline employees for inappropriate conduct or unsatisfactory work performance. Progressive discipline will be used to correct behaviours except in extreme cases where dismissal for just cause is warranted.

Progressive discipline includes the following levels of administrative response:

Verbal Warning: The Director and Manager will meet with the employee within 24 hours of an incident to discuss the inappropriate conduct, review relevant policies or procedures, state the expectations and establish a timeline for remedial training. A mentor may be assigned to help supervise and train the employee on proper procedure. While the warning is verbal, notes from the meeting will be retained in the employee’s personnel file for a period of two (2) years.

First Written Warning: The Director and Manager will meet with the employee within two business days of a recurrent incident; if a mentor was assigned to assist in corrective training, they may be asked to attend the meeting. The employee will be issued a formal letter of reprimand within five (5) business days of the meeting. The letter will include a description of the inappropriate conduct in context of policies or procedures, a summary of notes from any previous related verbal warning, instruction for the employee to attend formal training (seminar, course, etc.) to gain knowledge and correct behaviour by a prescribed deadline. A copy of the first written warning letter will be signed by the Director and the employee to be retained in the employee’s personnel file for a period of no less than five (5) years.

Second Written Warning: The Director and Manager will meet with the employee within two business days of a recurrent incident; The employee will be issued a formal letter of reprimand and sent home for one unpaid shift within five (5) business days of the meeting. The letter will include the same detail as a first written warning along with a statement that any further related infractions will result in immediate termination. A copy of the second written warning letter will be signed by the Director and the employee to be retained in the employee’s personnel file for the remainder of their employment.

Termination of Employment: The Director and Manager will meet with the employee to formally dismiss them from their duties according to policy on termination of employment. Any disciplinary termination will be brought to the attention of the Board Chair.

Progressive discipline applies to employees that have completed probation; employees that have not completed probation may have the probationary period extended or may be dismissed without warning or statement of just cause.

Town of Drayton Valley Library Board

POLICY MANUAL – SECTION 3: Personnel & Human Resources

Policy:	3.2.3	Termination of Employment	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	August 20, 2020
Signature:		Review By:	2024

Policy

Termination is the final severance stage of employment for staff that are retiring, resigning or being dismissed due to lay-off or disciplinary reasons. Termination of employment will be administered in accordance with guidelines established by *Alberta Employment Standards Code*.

The Director is responsible for managing terminations including completing end-of-employment documents, notifying the benefits provider of changes to payroll and informing the bookkeeper to prepare T4 and Record of Employment (ROE) forms and arrange severance pay if applicable.

Termination of employment due to health reasons may be initiated by the Director or by the employee if the worker is unable to perform job-specific duties. The Director will make efforts to accommodate modified tasks for a limited time-frame as recommendation by the employee's health practitioner. This termination of employment will be treated as retirement or resignation.

Employees planning retirement or resignation are expected to give advanced notice of their intent including indication of end-date for work. Notice periods are defined in the *Code*; however, when an employee has pre-planned their retirement, they are expected to inform the Director well in advance to allow succession planning and celebration of their service.

Employees being laid off due to attrition or extended long-term leave will be issued advanced notice of termination and final pay in the appropriate time-frame prescribed in the *Code*.

Employees may be dismissed from their duties if they fail to meet requirements of their position, if their actions are injurious to the library, if their objectives are incompatible with those of the Library or, if there is serious or continued violation of policy. Termination of employment is last step measure in the disciplinary process.

Immediate termination may be considered for serious violations including:

- Criminal code violations,
- Breach of confidentiality or violation of *FOIP Regulations*,
- Abuse or mistreatment of library patrons or fellow employees,
- Inappropriate or non-approved use of library funds,
- Inappropriate or illegal use of library facilities or equipment,
- Creating or contributing to discord or toxicity in the workplace,
- Blatant or deliberate dishonesty.

Employees that are terminated due to disciplinary measures are required to immediately return any library materials or equipment in their possession, surrender any security passes or facility keys and clear out any personal items from desks or lockers while under direct supervision of the two senior officers including the Manager, Director, Board Chair or their designate.

Employees that are terminated for disciplinary reasons will receive only the wage and vacation pay owed to them as of the date of dismissal in a cheque to be issued within 5 business days.