

Port Colborne Public Library Board Meeting Agenda

Date: Wednesday, February 7, 2024
Time: 6:00 pm
Location: Library Auditorium, Port Colborne Public Library
310 King St, Port Colborne

Pages

1. Call to Order

2. Land Acknowledgement

Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The City of Port Colborne and the Port Colborne Public Library stand with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

3. Disclosures of Interest

4. Adoption of Agenda

5. Approval of Minutes

5.1 Minutes of the January 3, 2024 Board Meeting

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6. Confidential Items

Confidential reports will be distributed under separate cover. Items may require a closed meeting in accordance with the Public Libraries Act and the Municipal Act.

6.1 Minutes of the closed portion of the January 3, 2024 meeting

6.2 Confidential Human Resources Matter- pursuant to Public Libraries Act, Section 16.1(4)(b) of the personal matters about an identifiable individual

7. Business Arising from the Minutes

8. Consent Items

The following items are considered to be routine and non-controversial by the Library board and will be approved at this time. There will be no separate discussion of any of these items unless a Board member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

8.1 Financial Report

- a. 2024 Operating Budget Financial Report, January 31, 2024 6
- b. 2023 Operating Budget Financial Report, as of January 31, 2024 7

8.2 Correspondence

- a. CFLA Letter to the Parliamentary Secretary to the Minister of Canadian Heritage 8

9. Discussion and Policy Items

9.1 Shared Services

9.2 Policies

- a. Financial Oversight Policy 9
- b. Signing Officers Update
- c. Board-CEO Relationship 12

9.3 Board Governance

- a. Work Plan
- b. Board Evaluation
- c. Committees

9.4 Acting CEO's Report - Verbal

10. Motions

11. **Notice of Motions**
12. **Roundtable**
13. **Other Business**
14. **Next Meeting Date and Adjournment**

Port Colborne Public Library Board Meeting Minutes

Date: Wednesday, January 3, 2024
Time: 6:00 pm
Location: Library Auditorium, Port Colborne Public Library
310 King St, Port Colborne

Members Present: M. Cooper
B. Ingram (attended remotely)
M. Bagu, Councillor
A. Desmarais
C. MacMillan (attended remotely)
E. Tanini (attended remotely)

Member(s) Absent: B. Beck
M. Booth
H. Cooper

Staff Present: S. Therrien, Chief Executive Officer

Others Present: Rachel Tkachuk, Librarian

1. Call to Order

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

2. Land Acknowledgement

The Chair recited the Land Acknowledgement Statement.

3. Disclosures of Interest

There were no disclosures of interest.

4. Adoption of Agenda

Moved by Councillor M. Bagu
Seconded by A. Desmarais

That the agenda dated January 3, 2024 be confirmed, as circulated.

5. Approval of Minutes

Moved by A. Desmarais
Seconded by B. Ingram

That the minutes dated December 6, 2023 be adopted, as circulated.

Carried

5.1 Minutes of the December 6, 2023 meeting

6. Business Arising from the Minutes

7. Consent Items

Moved by Councillor M. Bagu
Seconded by A. Desmarais

That consent items 7.1 to 7.5 be received, as presented.

Carried

7.1 Staff Reports

a. 2024 Meeting Schedule Report

7.2 Circulation Report

a. Circulation Report, November 2023

7.3 Financial Report

a. Financial Report, December 28, 2023

7.4 Public Relations Report

a. Librarian's Report, December 2023

7.5 Media Items

a. Off the Shelf Newsletter, January/February 2024

8. Discussion Items

8.1 CEO Verbal Report - Year-end Reports

Moved by A. Desmarais
Seconded by Councillor M. Bagu

That the CEO's Report be received, as presented.

a. Capital Projects Update

The CEO reported that the elevator modernization project is scheduled for May 2024. The installation of new phones is scheduled for January 2024.

The CEO confirmed that the approved 2024 capital projects are being planned and include the following upgrades to the library facility: improvements to the stairs leading to the Children's Room; skylight repairs, window improvements, and the auditorium flooring upgrade. Repairs to the exterior doors have been completed.

b. Planning and Committees

Staff will provide final reports to the Board on the strategic plan in mid-January 2024 when all year-end statistics are available.

The Board Evaluation, work plan, and committees will be discussed at the January 2024 meeting.

8.2 CEO Verbal Report - Regional Governance Review

The Board discussed the letter drafted by local libraries on Regional Governance Review. The letter will be submitted to the Standing Committee on Heritage, Infrastructure and Cultural Policy and outlines existing shared services among libraries.

The Board addressed exploring shared library service opportunities in light of the shared services review and the announcement of a Memorandum of Understanding respecting a shared services delivery model between the City of Port Colborne and the Township of Wainfleet.

Moved by A. Desmarais

Seconded by Councillor M. Bagu

That the Board does not endorse the Regional Governance Review letter, as received; and,

That the Board explore opportunities for shared services with the Wainfleet Public Library.

9. Confidential Items

Moved by Councillor M. Bagu
Seconded by A. Desmarais

That the Board do now proceed into closed session in order to discuss items 9.1 and 9.2. at approximately 6:26 p.m.

Carried

Moved by A. Desmarais
Seconded by E. Tanini

That the Board approves the minutes of the closed portion of the December 6, 2023, as circulated.

Carried

Moved by C. MacMillan
Seconded by B. Ingram

That the CEO has the full support of the Board to hire a full-time permanent Library Services Manager; and,

That the Board will hire a CEO on or before June 1, 2024.

Carried

Moved by Councillor M. Bagu
Seconded by A. Desmarais

That the Board do now rise from closed session, with direction, at approximately 7:14 p.m.

Carried

9.1 Minutes of the closed portion of the December 6, 2023 meeting

9.2 Confidential Human Resources Matter- pursuant to Public Libraries Act, Section 16.1(4)(b) of the personal matters about an identifiable individual

10. Policies

10.1 CEO Succession Planning

Moved by A. Desmarais
Seconded by C. MacMillan

That the Board approves the CEO Succession Planning Policy (GOV-13),
as amended.

Carried

a. CEO Succession Planning Policy (GOV-13)

11. Motions

12. Notice of Motions

13. Roundtable

There were no roundtable discussion items.

14. Other Business

15. Next Meeting Date and Adjournment

The next meeting of the Board will be held February 6, 2024, in the auditorium of
the Port Colborne Public Library.

The Chair adjourned the meeting at approximately 7:25 p.m.

Board Chair

Chief Executive Officer / Board
Secretary-Treasurer



PORT COLBORNE

**City of Port Colborne
Library Board
For the One Month Ending January 31, 2024**

	YTD Jan	2024		
	ACTUAL	BUDGET	VARIANCE	VAR %
Revenue				
Donations	\$564.16	\$4,800.00	(\$4,235.84)	(88.25%)
Rentals	20.00	650.00	-630.00	(96.92%)
Other Revenue	-27.52		-27.52	0.00%
Fees	253.73	3,500.00	-3,246.27	(92.75%)
Grant - Provincial		38,300.00	-38,300.00	(100.00%)
Sales	98.65		98.65	0.00%
Total Revenue	909.02	47,250.00	-46,340.98	(98.08%)
Expense				
Personnel Expense				
Salaries and Wages - Full Time	15,904.78	451,200.00	-435,295.22	(96.48%)
Salaries and Wages - Part Time	2,646.90	69,900.00	-67,253.10	(96.21%)
Overtime Pay	288.30		288.30	0.00%
Employee Benefits	6,341.12	187,900.00	-181,558.88	(96.63%)
Subtotal Personnel Expense	25,181.10	709,000.00	-683,818.90	(96.45%)
Operating Expense				
Association/Membership Fees		1,500.00	-1,500.00	(100.00%)
Library Collection		44,800.00	-44,800.00	(100.00%)
Library Digital Resources		30,000.00	-30,000.00	(100.00%)
Comm and Public Relations		500.00	-500.00	(100.00%)
Computer Software		1,000.00	-1,000.00	(100.00%)
Contract Services		4,000.00	-4,000.00	(100.00%)
Equipment - Purchase		7,000.00	-7,000.00	(100.00%)
Hospitality Expense		750.00	-750.00	(100.00%)
Office Supplies		3,000.00	-3,000.00	(100.00%)
Postage & Courier		700.00	-700.00	(100.00%)
Program Supplies		3,500.00	-3,500.00	(100.00%)
Protective & Uniform Clothing		1,300.00	-1,300.00	(100.00%)
Staff Training & Development	725.02	7,000.00	-6,274.98	(89.64%)
SME - Audit and Actuary		7,200.00	-7,200.00	(100.00%)
Telephone/Internet	891.63	17,100.00	-16,208.37	(94.79%)
Travel		500.00	-500.00	(100.00%)
Subtotal Operating Expense	1,616.65	129,850.00	-128,233.35	(98.75%)
Total Expense	26,797.75	838,850.00	-812,052.25	(96.81%)
Surplus/(Deficit) Before Allocation	-25,888.73	-791,600.00	765,711.27	(96.73%)
Surplus/(Deficit) After Allocation	-25,888.73	-791,600.00	765,711.27	(96.73%)
Transfer Between Funds		-791,600.00	791,600.00	(100.00%)
Total Transfer		-791,600.00	791,600.00	(100.00%)
Surplus / (Deficit)	(\$25,888.73)		(\$25,888.73)	0.00%



PORT COLBORNE

**City of Port Colborne
Library Board
For the Twelve Months Ending December 31, 2023**

	YTD Dec	2023		
	ACTUAL	BUDGET	VARIANCE	VAR %
Revenue				
Donations	\$7,574.09	\$4,600.00	\$2,974.09	64.65%
Rentals	787.08	300.00	487.08	162.36%
Other Revenue	230.17		230.17	0.00%
Fees	7,799.22	2,900.00	4,899.22	168.94%
Grants - Other	12,352.00		12,352.00	0.00%
Grant - Provincial	38,328.00	38,300.00	28.00	0.07%
Sales	3,590.94		3,590.94	0.00%
Total Revenue	70,661.50	46,100.00	24,561.50	53.28%
Expense				
Personnel Expense				
Salaries and Wages - Full Time	422,033.70	442,300.00	-20,266.30	(4.58%)
Salaries and Wages - Part Time	64,865.07	68,400.00	-3,534.93	(5.17%)
Overtime Pay	325.94		325.94	0.00%
Employee Benefits	147,688.52	192,300.00	-44,611.48	(23.20%)
Subtotal Personnel Expense	634,913.23	703,000.00	-68,086.77	(9.69%)
Operating Expense				
Association/Membership Fees	1,366.00	1,500.00	-134.00	(8.93%)
Library Collection	67,334.35	71,300.00	-3,965.65	(5.56%)
Comm and Public Relations	292.57	500.00	-207.43	(41.49%)
Computer Software	476.11	1,000.00	-523.89	(52.39%)
Contract Services	2,258.77	3,500.00	-1,241.23	(35.46%)
Equipment - Purchase	5,720.71	6,000.00	-279.29	(4.65%)
Hospitality Expense	864.94	500.00	364.94	72.99%
Office Supplies	3,145.85	3,000.00	145.85	4.86%
Postage & Courier	456.03	700.00	-243.97	(34.85%)
Program Supplies	4,489.37	3,000.00	1,489.37	49.65%
Protective & Uniform Clothing		1,200.00	-1,200.00	(100.00%)
Staff Training & Development	11,409.19	7,000.00	4,409.19	62.99%
SME - Audit and Actuary	7,682.88	12,800.00	-5,117.12	(39.98%)
Telephone/Internet	16,895.11	16,660.00	235.11	1.41%
Travel	446.43	2,600.00	-2,153.57	(82.83%)
Subtotal Operating Expense	122,838.31	131,260.00	-8,421.69	(6.42%)
Total Expense	757,751.54	834,260.00	-76,508.46	(9.17%)
Surplus/(Deficit) Before Allocation	-687,090.04	-788,160.00	101,069.96	(12.82%)
Surplus/(Deficit) After Allocation	-687,090.04	-788,160.00	101,069.96	(12.82%)
Transfer to/ (from) Reserves	-74,500.00	-39,500.00	-35,000.00	88.61%
Transfer Between Funds	-841,360.36	-748,660.00	-92,700.36	12.38%
Total Transfer	-915,860.36	-788,160.00	-127,700.36	16.20%
Surplus / (Deficit)	\$228,770.32		\$228,770.32	0.00%



Canadian Federation of Library Associations
Fédération canadienne des associations de bibliothèques

January 17th 2024

Taleeb Noomohamed
Parliamentary Secretary to the Minister of Canadian Heritage
House of Commons
Ottawa, ON, Canada

Dear Taleeb Noomohamed,

The Canadian Federation of Library Associations (CFLA) is concerned with a pattern of censorship attempts that are increasingly evident in Canadian schools and public libraries. CFLA is the united voice of Canada's libraries. We work to influence public policy, advance library excellence, and raise the visibility of libraries in Canada to advance our national intellectual, social, economic, and cultural success. As an organization committed to the fundamental principles of intellectual freedom, we find these developments not only troubling but also antithetical to the values that we, as a nation, hold dear.

Libraries in Canada serve as bastions of free expression and access to information. They play a critical role in upholding Canadians' rights as enshrined under Section 2(b) of the Canadian Charter of Rights and Freedoms, which states: "Everyone has the following fundamental freedoms: [...] (b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication." This clause underpins the very essence of our democratic society, ensuring that every individual has the liberty to seek, receive, and impart information and ideas of all kinds.

The recent instances of censorship, which seek to restrict access to diverse perspectives and ideas in our educational and public institutions, are a direct challenge to these freedoms. These actions not only undermine the principles of intellectual freedom but also impede the ability of libraries to serve their communities effectively.

We urge the Government of Canada to take a firm stand in defending and upholding the rights guaranteed under Section 2(b) of the Charter. These rights must be protected not just in principle but in practice, across all provinces and territories. We ask for your commitment through a public statement expressing that these fundamental freedoms shall not be eroded but robustly defended, allowing Canadians to continue to benefit from the rich tapestry of ideas and information that our libraries provide.

The CFLA stands ready to work collaboratively with the government to address these challenges. Together, we can ensure that the foundational values of intellectual freedom continue to be a cornerstone of Canadian society.

Sincerely,

Lorisia MacLeod

Canadian Federation of Library Associations-Fédération canadienne des associations de bibliothèques
(CFLA-FCAB)

Financial Oversight

Policy Number: **GOV-06**

Initial Policy Approval Date: **Jan. 2013**

Last Review/Revision Date: **Apr. 2019, Feb. 2022, Feb. 2024**

Year of Next Review: **2028**

The Board is accountable to the community for the Library's financial affairs. The Board must ensure adequate controls are in place to manage finances and ensure that the Library has adequate resources to deliver service and fulfill its mission. This policy sets out the Board's financial practices.

The Treasurer of the Board shall be the Chief Executive Officer.

Section 1: Accountability

1. Financial year

The financial year of the Port Colborne Public Library will terminate on the 31st day of December in each year.

2. Bank accounts

In accordance with the *Public Libraries Act (the Act)*, R.S.O. 1990, c. P44 s. 15(4b), the Treasurer will open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board.

3. Signing officers

Signing authority for the bank account in the name of the Port Colborne Public Library will be granted to the Chair and Vice Chair of the Board, and to the **Treasurer** of the Board. All cheques or other orders for the payment of money in the name of the Port Colborne Public Library will be signed by two officers, one of whom must be the Chair or Vice Chair and the second must be the **Treasurer**.

4. Electronic transfers

The Library will authorize the Province of Ontario to make all payments by direct deposit into the Library's bank account. Public Library Operating Grants, Pay Equity Grants and any other funds from government sources will be deposited directly into the Library Board bank account via Electronic Funds Transfer.

5. Transfer of Funds to a Municipality

At any time, by a motion of the Board, the Treasurer may transfer funds from the Library bank account to a municipality bank account to pay public library board bills.

The Board will authorize the bank to transfer non-budgeted funds from the Library Board bank account to the City of Port Colborne account or at any time there is a credit balance in the Library Board account. This authorization will take the form of a letter signed by all **three** signatories.

Transfers approved by the Board in the annual budget are considered authorized by the Board.

6. Budget

- a. In accordance with the Act, s. 24(1), the Board will submit to council, annually on or before the date and in the form specified by council, estimates of all sums required during the year.
- b. The Board prepares, for council approval, annual estimates of a long-term capital budget which supports the library's approved long-term goals.
- c. The Board will provide sufficient information to support the estimates.

Section 2: Financial Responsibilities of Chief Executive Officer (CEO)

1. The Chief Executive Officer (CEO) will submit a copy of the financial statement to the provincial Ministry responsible for libraries as part of the requirements to complete the Public Library Operating Grant application.
2. The CEO is authorized to operate the Library within the approved budget.

Section 3: Financial Monitoring

1. The Board monitors the finances to ensure that the ongoing financial position of the Library is consistent with the priorities approved by the Board. The Board shall monitor the monthly financial report as prepared by the Treasurer at each meeting. The Board may enter into a service agreement with the municipality for the municipal staff to handle financial services such as for any or all of accounts payable, accounts receivable, payroll, bookkeeping or other accounting services.

Where the municipality handles financial services, financial authority rests with the Library Board. Service relationships with the municipality shall be documented in a Memorandum of Understanding (MOU).

2. In accordance with the Act, s. 24(7), the accounts of the Board will be audited by a person appointed under section 296 of the *Municipal Act*, S.O. 2001, c. 25 and submitted to the Council annually on or before the date specified by the Council.
3. An audit may also be undertaken, upon the death, resignation, dismissal or other termination of the Treasurer of the Board, and at such other times as the Board shall direct.

Related Documents:

- BL-02: Composition of the Board and Officer's Terms of Reference
- *Municipal Act*, S.O. 2001, c. 25
- *Public Libraries Act*, R.S.O. 1990, c. P44

Board-CEO Relationship

Policy Number: **GOV-08**

Initial Policy Approval Date: **Dec. 2019**

Last Review/Revision Date: **Dec. 2021, Nov. 2023, Feb. 2024**

Year of Next Review: **2026**

In keeping with the *Public Libraries Act*, RSO 1990, c.P.44 (PLA), other relevant laws, and good governance practices, the library board retains accountability for the full range of decisions affecting the organization. The board has a model of governance that focuses its attention on setting strategic direction and plans. The board delegates the management of library operations to the Library CEO. This policy outlines the nature of the library board's relationship with the Library CEO.

Section 1: Delegation of Authority to the Chief Executive Officer

1. In accordance with the *Public Libraries Act*, R.S.O. 1990, c. P44, s. 15(2), the library board must appoint a Chief Executive Officer (CEO) who will have general supervision over, and direction of, the operations of the Port Colborne Public Library and its employees.
2. The CEO is the board's only link to the operation of the library. As such, the board directs the Library CEO through:
 - a) decisions made at Board meetings, by majority vote
 - b) approved written policies
 - c) approved budgets and plans
 - d) **the CEO job description**

Only official decisions of the full library board are binding on the CEO. The decisions or instructions of individual Board members are not binding on the Library CEO.

3. Within this delegation of authority for operational matters, the CEO will:
 - a) take, or approve, lawful actions in the name of the library
 - b) take actions that are consistent with the board's mission, vision, values and policies
 - c) be responsible for the employment and management of all library employees
 - d) be responsible for the performance evaluation and appraisal of all library employees
 - e) design, implement, and manage all operational practices and activities

4. The CEO will ensure that the library board remains informed on library matters and provide assurance that that the library activities are compliant with legal or fiscal obligations.
5. In cases of emergency or special circumstances where it is necessary to act outside the terms of a delegated authority outlined here, the CEO is given authority to take such action as necessary to rectify the situation. The CEO is also given the authority to modify any written Emergency or Business Continuity Plans created in advance of this circumstance. All such actions shall be reported immediately to the chair and then the board. At all times, the Board retains its authority as employer and the CEO retains authority over library operations and staff, unless such authority is suspended under federal or provincial legislation.

Section 3: Board Support for the CEO

A board-CEO partnership, rooted in mutual trust and respect, is crucial to the proper governance and overall well-being of the library. In the same way that the library board relies on the CEO for the information, professional expertise, and administrative support it needs to be successful, the success of the library CEO depends on support from the board. This support includes:

- a) an understanding of, and an appreciation for, the breadth, depth and complexity of the CEO's responsibilities
- b) moral support during challenging times
- c) a willingness to be the public face of decisions that may be unpopular with some stakeholders
- d) a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the board
- e) a performance appraisal process that provides constructive feedback and direction for improving performance
- f) a commitment to invest in ongoing training and development for the CEO

Section 4: Evaluation of the CEO

It is the library board's responsibility to appoint a qualified and competent individual as the Library's Chief Executive Officer (CEO). The library board oversees the performance of the CEO and supports the CEO's development. As part of this process the library board and CEO engage in annual performance appraisal, planning, and review. This process facilitates communication between the library board and the CEO while ensuring that the board's priorities are achieved. This policy also sets out the basis for the CEO evaluation.

1. The Library Board will engage in an annual performance review of the CEO. The review will include constructive feedback.
2. In the case of a new appointee, the Board will meet with the new CEO to discuss expectations. The new CEO's performance will be evaluated after the first six months, and annually thereafter. To complete this task, the library board shall:
 - a) have a current written job description which states the overall responsibilities of the CEO
 - b) develop, with the CEO, performance objectives based on the current strategic priorities of the library board
 - c) appraise the CEO's performance based on the job description, and the CEO's progress towards achieving the board's priorities and compliance with board policies and relevant competencies
3. Information collected to assess the performance of the CEO may include:
 - a) the annual report from the CEO on outcomes of the previous year's objectives and actions
 - b) data on library performance measures such as circulation, membership, program statistics, collection development, etc.
 - c) input from members of the library board, employees and/or outside stakeholders
4. A committee will oversee the review and prepare a written report for the library board. The consists of these steps:
 - a) the committee consults with the board on the CEO's performance against the agreed-upon objectives established a year prior; there may also be consulting with employees and/or other stakeholders
 - b) the CEO conducts a self-assessment of his/her performance
 - c) the committee meets with the CEO to discuss his/her performance, provide constructive feedback and set objectives and a learning path for the year ahead
 - d) the committee prepares a written report for the board, respecting the CEO's right to privacy as an employee
5. If the CEO's performance needs improvement, the library board must clearly state where progress must be made and will:
 - a) offer training and/or mentoring opportunities to address specific issues
 - b) re-evaluate the performance of the CEO after a six-month period

See Appendix A: Delegation of Authority Framework



Port Colborne Public Library

Related Documents:

- Port Colborne Public Library. [CEO Job Description](#)
- [Port Colborne Public Library. CEO Evaluaton Form](#)
- Port Colborne Public Library. *BL-01: Statement of Authority of the Board.*
- Port Colborne Public Library. *GOV-01: Purpose and Duties of the Board-*

Appendix A: Delegation of Authority Framework

The following table provides a summary of the range of decisions and authority that clearly defines the decisions that are reserved by the board and those that the CEO/staff may make.

Approval/Decision	Board	CEO (or designate)
Purchasing/Finance		
Set new or modify purchasing and contracting policies	x	
Review and recommend annual Budget Estimates to City Council.	x	
Approve general expenditures as per the Port Colborne Public Library Procurement of goods and services Policy OP-18 including, but not limited to: <ul style="list-style-type: none"> Operational expenses Single or multi-year tenders or contracts per vendor Software license agreements 	As per Procurement Policy	As per Procurement Policy
Exercise approved spending authority for library materials (collections) up to the annual approved operating and capital budgets.		x
Sign contracts for projects once required Board approval is obtained		x
Apply for grants and other funding		x
Approve and execute agreements with the federal and provincial governments.		x
Approve trustee attendance at conferences and conventions		x
Policies and Plans		
Approve Port Colborne Public Library Board policies	x	
Approve Port Colborne Public Library Strategic Plan	x	
Report on strategic plans to Council and community	x	x
Report on operational matters for key services as per the delegation of authority		x
Develop and maintain an emergency measures plan		x
Permanently close branches	x	
Temporarily close branches or services		x
Approve sites for new branches or kiosk services	x	
Approve website designs and modification		x
Human Resources		
Recruit and dismiss the CEO; monitor and evaluate the performance of the CEO.	x	
Set general compensation policies for the organization including assurance that the Pay Equity Plan is maintained	x	
Set the organizational structure for the organization and the number of staff		x
Hire, promote, suspend, dismiss and manage individual staff		x
Assess the performance of individual staff		x
Set bargaining mandates	x	
Negotiate collective bargaining contracts		x
Ratify negotiated collective agreements	x	