Library Unbound

Structuring the Organization for Success

Intro

“You want to know what separates those who make the biggest impact from all the others who are just as smart? They’re hedgehogs.”

– Marvin Bessler, from Good to Great

A Success!

	Jan 2016	Apr 2016	Jul 2016	Sept 2016	Dec 2016
Market Penetration	24%	26%	28%	28%	32%

3-year goal: 41%

20-year goal: 100%

A Big Challenge!

	Jan 2016	Jul 2016	Dec 2016
Member Retention	33%	32%	34%

Our Mandate

Mission

We grow smarter communities, one person at a time.

Vision

To be the Community's hub for critical thinking, creative problem-solving, and lifelong enrichment.

20-year Goal

Everyone in the community uses a library service by 2035

Prioritizing the Next Three Years

Breaking the 20-year goal down

- Learn Smarter
- Work Smarter
- Live Smarter

Think Like a System

Focus on shared priorities:

- Learn Smarter – Prepare youth for learning
- Work Smarter – Connect the Library to businesses
- Live Smarter – Improve quality of life

Deliver Results that Matter

Learn Smarter

1. Rollout ONEcard across all Oklahoma County schools.
2. Create system-wide early literacy program for children ages birth – 3, and their caregivers.
3. Create system-wide homework help service for students.

Deliver Results that Matter

Work Smarter

1. Create an employee account program for Oklahoma County employers.
2. Develop a system-wide workforce development program tailored to build members' skills and make them more employable/promotable.
3. Develop a system-wide program that prepares and enables entrepreneurs to launch new small businesses.

Deliver Results that Matter

Live Smarter

1. Simplify the processes necessary to create a Library account, so that 85% of members can attain an account 24x7x365 without needing to visit a library.
2. Enhance public technology to reduce our members' wait-time for applications, devices, and access to an acceptable period.
3. Develop a system-wide program that enhances our members' knowledge and enjoyment of locally relevant content, services, and experiences.
4. Develop a system-wide program that focuses on bringing the collection to life through presentations, discussions, and interactive events.

New Concept for Metro

- Prioritize the next three years
- Think like a system
- Deliver results that matter
- Align people and processes for success

Alignment

Align our staff resources to with our priorities and strategies to *ensure* the achievement of Library Unbound.

This means significant changes to some departments, teams, and jobs.

Focus will be on shared, system-wide priorities that deliver real results.

Why is Alignment important?

We need to give ourselves the best chance for success by:

1. Focusing on system-wide priorities and initiatives
2. Building a more effective and resilient management structure and succession plan
3. Delivering opportunities for staff advancement and career development
4. Changing what doesn't work
5. Prepare for Class & Comp

Benefits

- Opportunities for best placement for staff
- Increase job satisfaction and reduced stress
- Career paths across the system
- Fewer vacancies with less turnover
- More support for supervisors and staff
- Faster hiring turn-around
- Increased quantity and quality of professional development
- Increased M & M
- Increased Net Promoter Score (NPS)

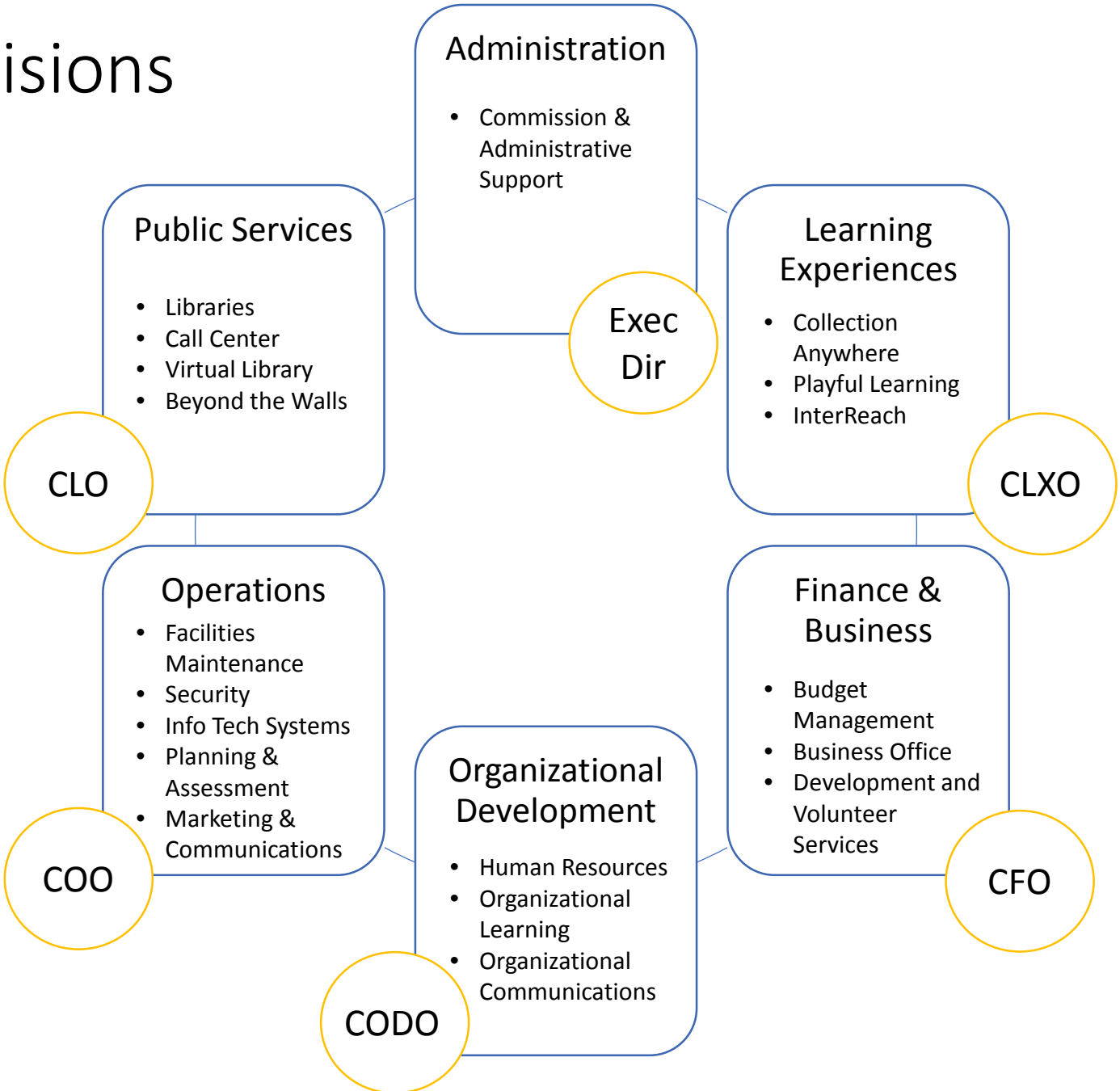
Costs

- Increased stress during transition
- Increased time to communicate
- Will require training for some (staff and supers)
- Initial loss of productivity (especially during)
- Some won’t want to do it – self-select out
- Real dollars for salaries and associated costs

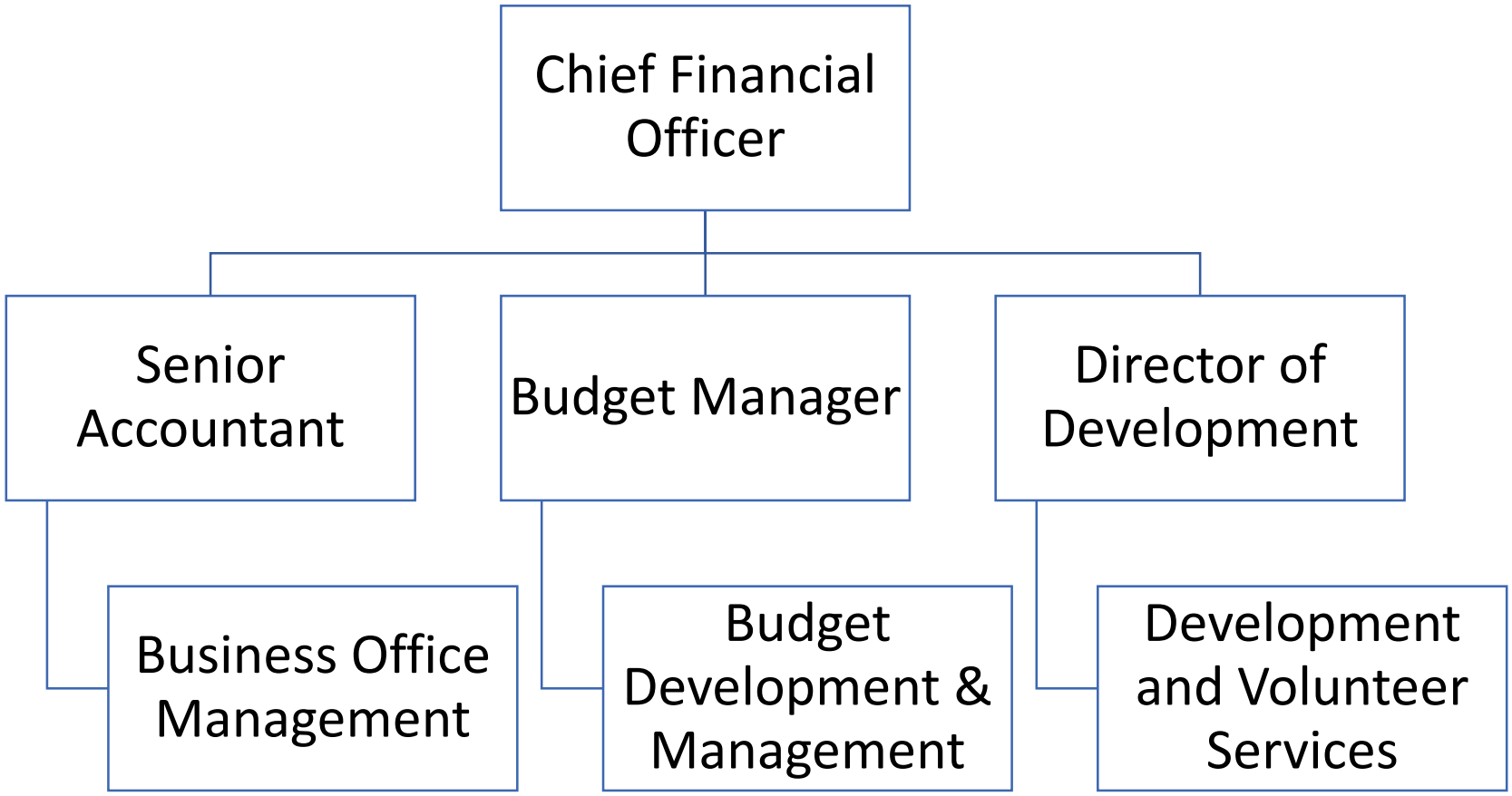
What It Will Mean

- 100% employment – no reduction in force
- No loss of wages or salary
- Options – new positions/responsibilities
  - ✓Where do you see yourself?
  - ✓Where do you want to be?
  - ✓Where do you best fit?
- Career path advancement for all
- Succession plan for the system
- Still in planning phase – lots of work yet to do!

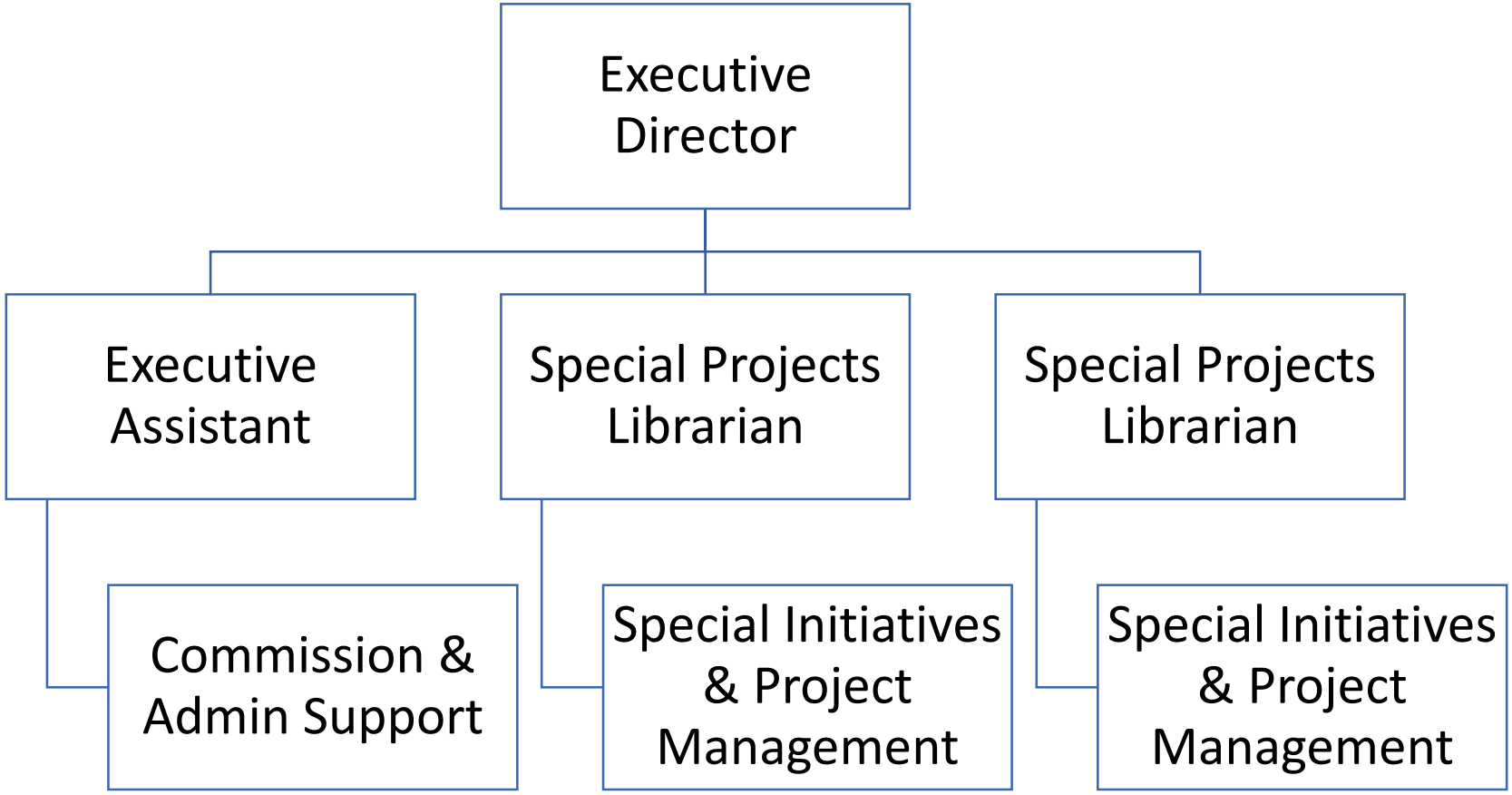
Divisions


Administration
Commission & Administrative Support
Exec Dir
Public Services
Libraries
Call Center
Virtual Library
Beyond the Walls
CLO
Learning Experiences
Collection Anywhere
Playful Learning
InterReach
CLXO
Operations
Facilities Maintenance
Security
Info Tech Systems
Planning & Assessment
Marketing & Communications
COO
Finance & Business
Budget Management
Business Office
Development and Volunteer Services
CFO
Organizational Development
Human Resources
Organizational Learning
Organizational Communications
CODO

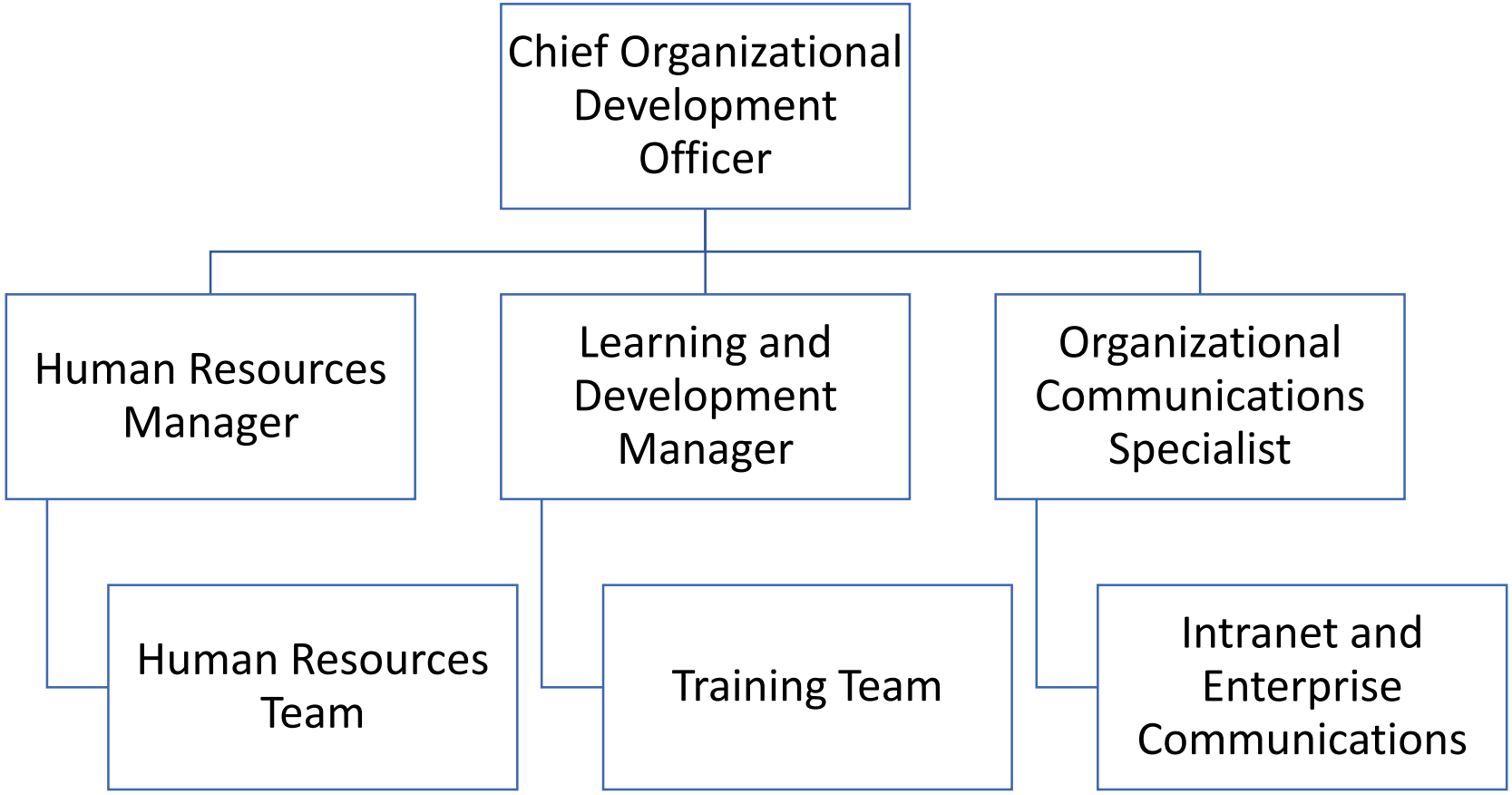
Finance and Business



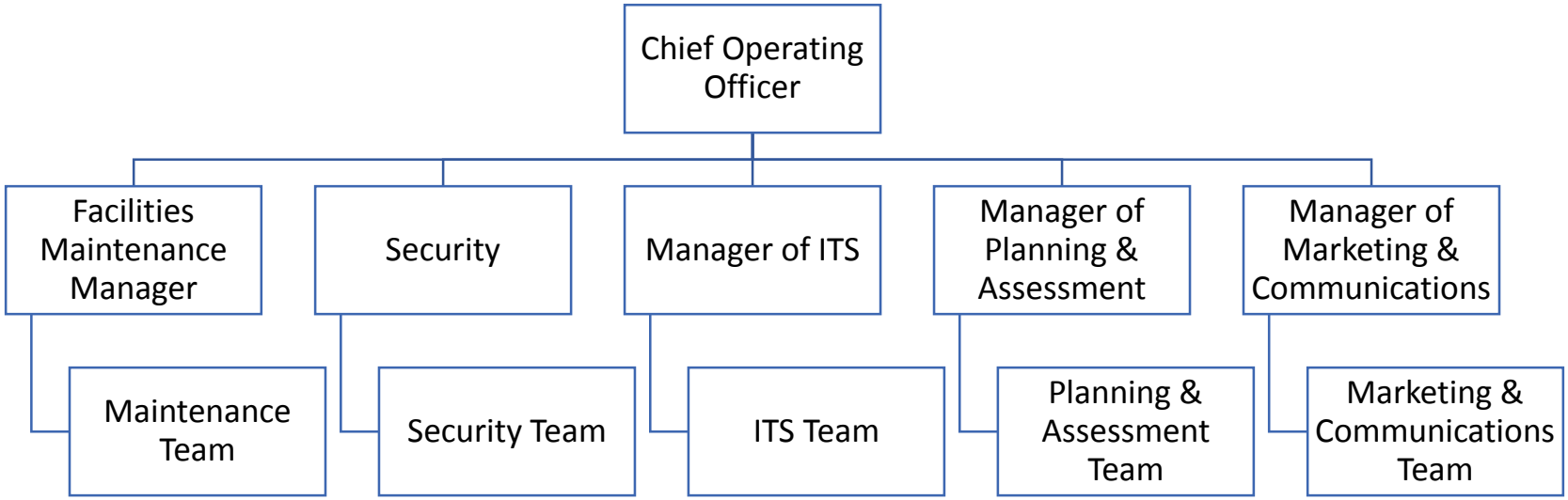
Administration



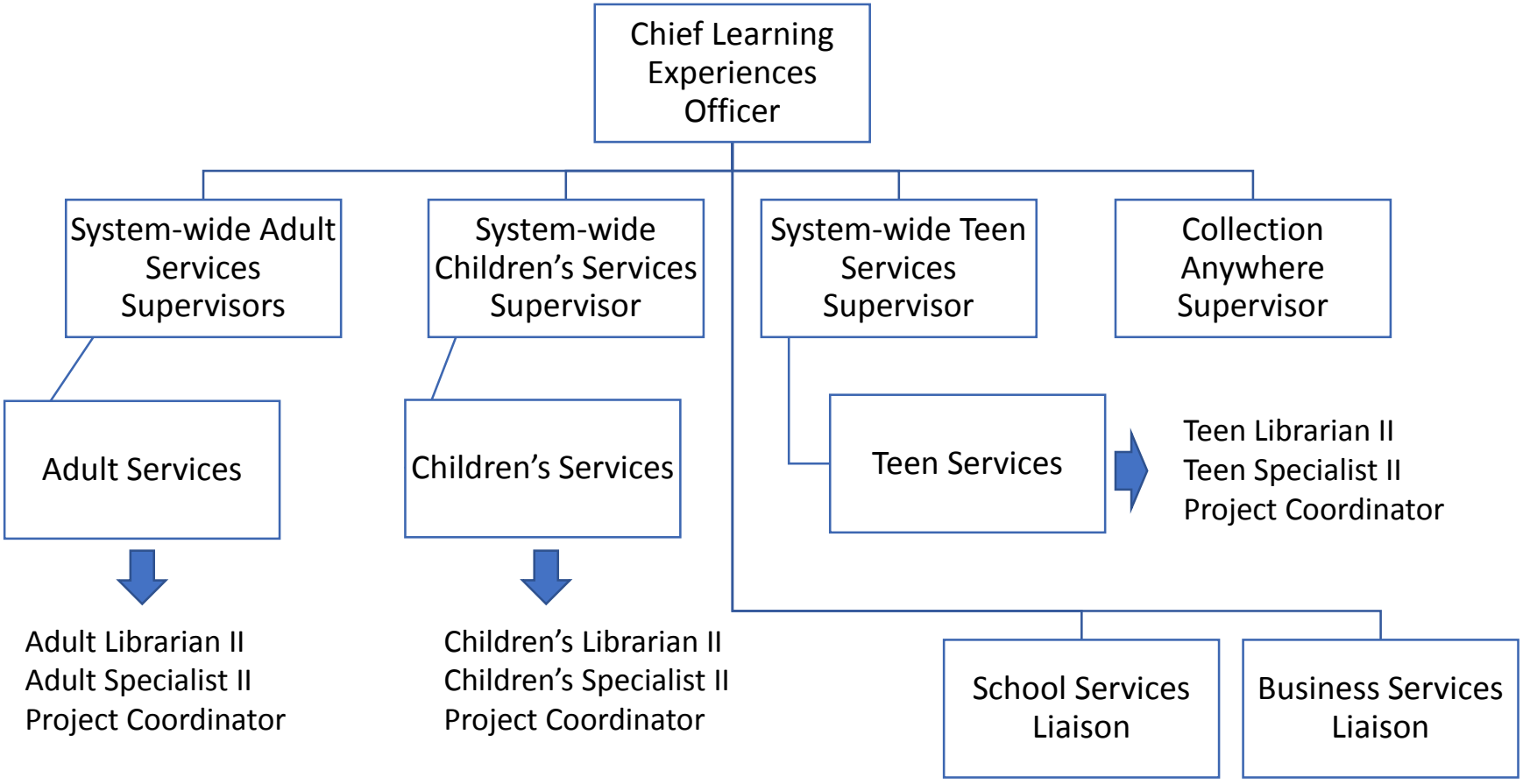
Organizational Development



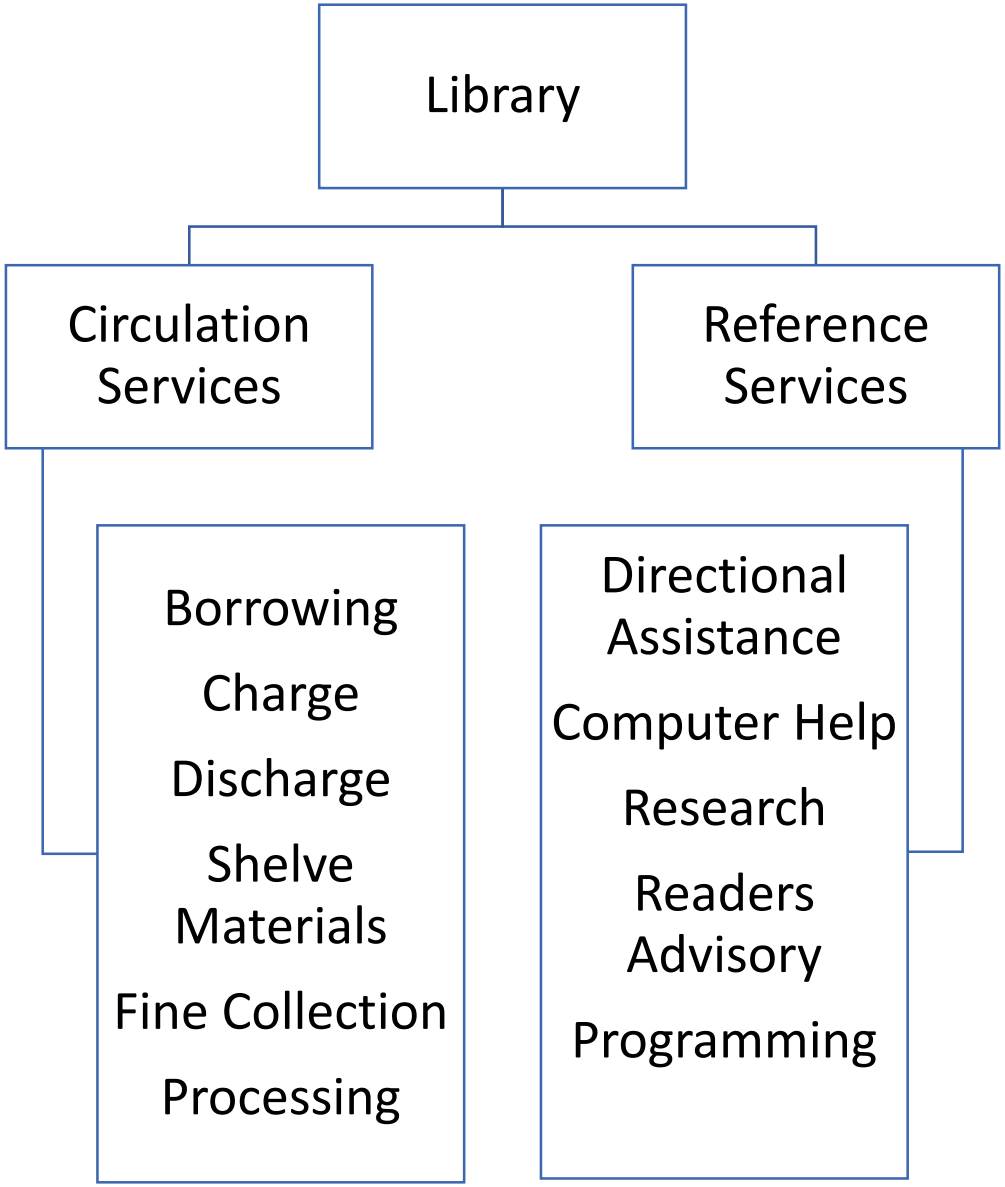
Operations Structure



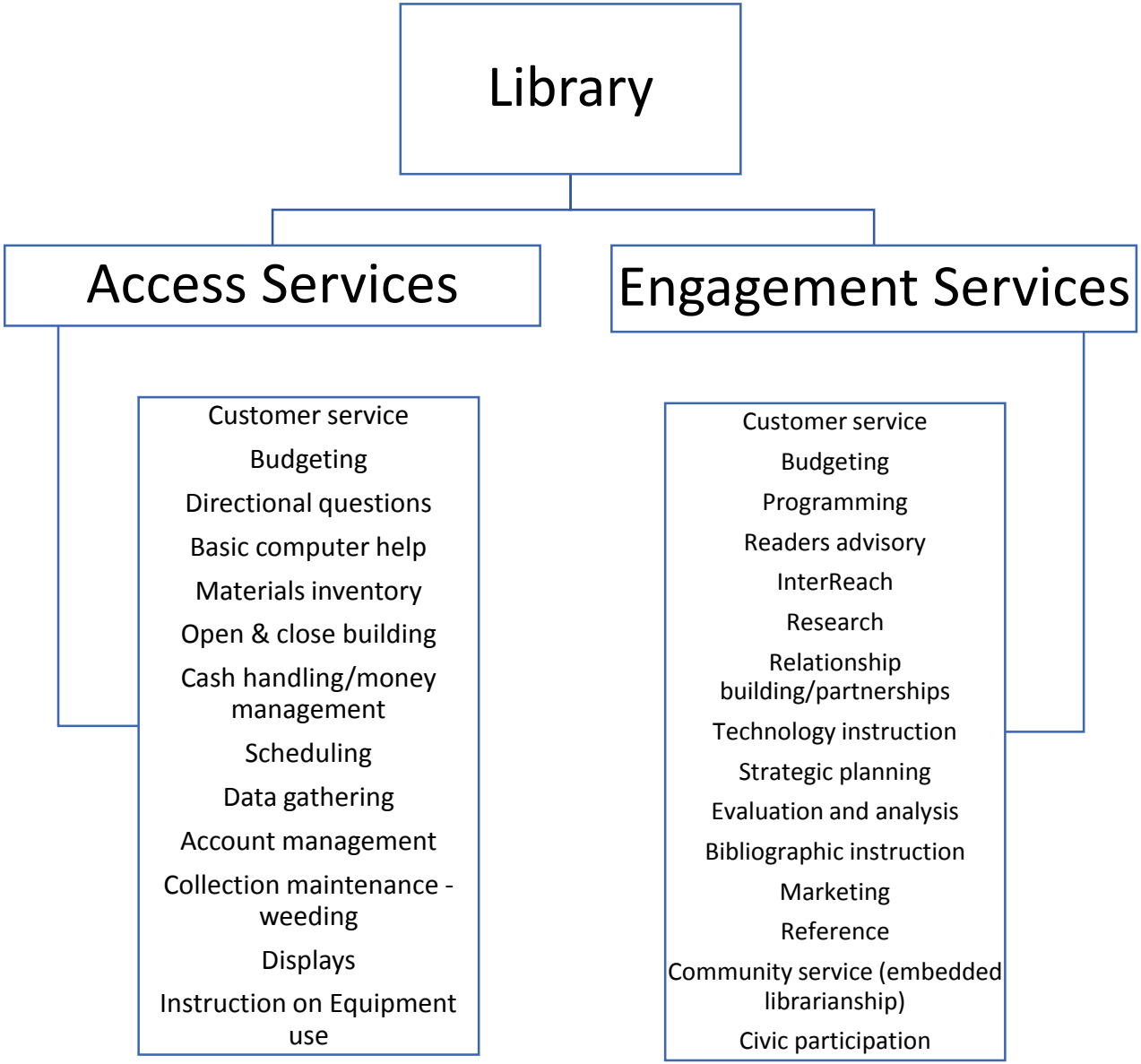
Learning Experiences



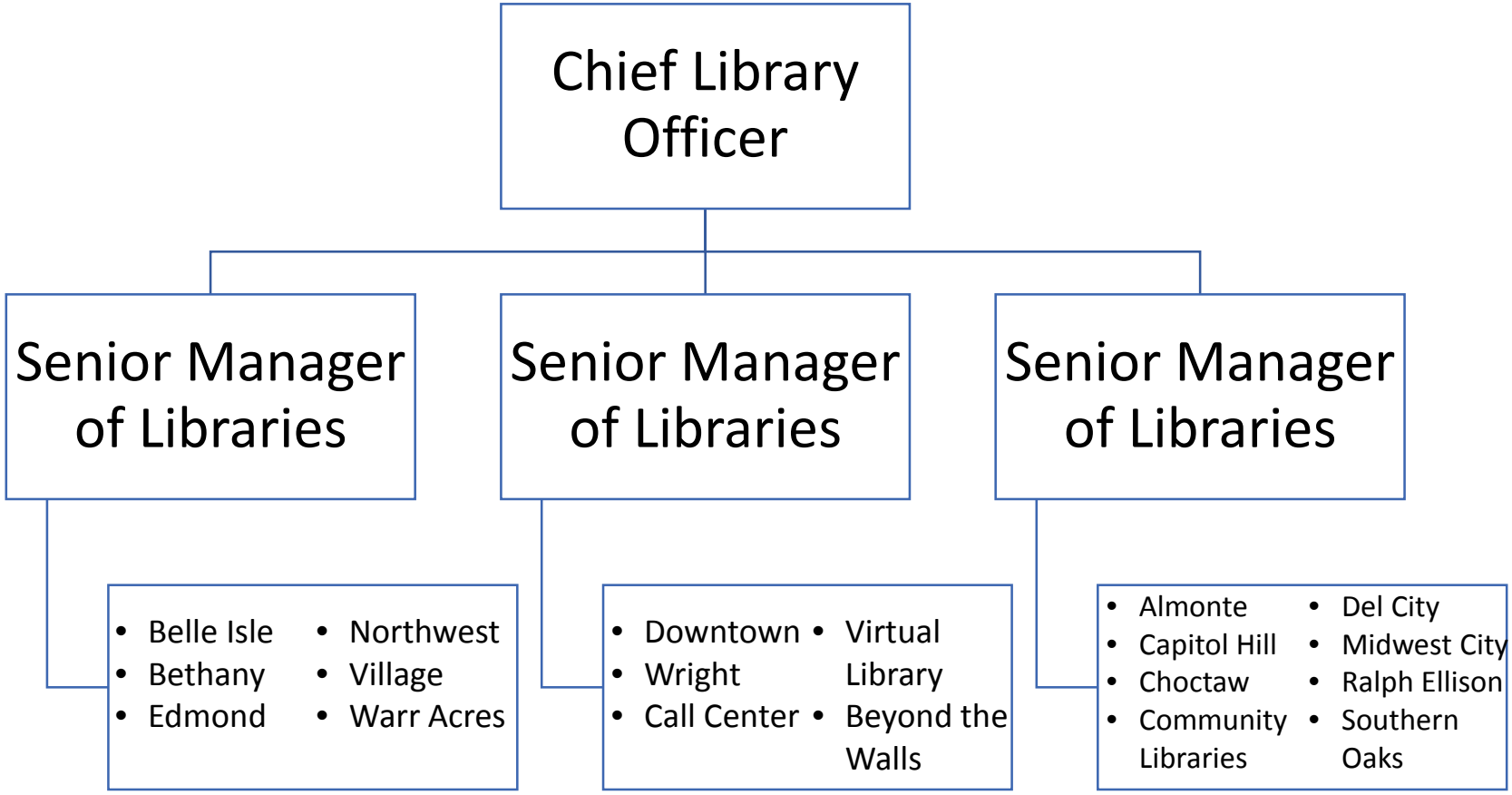
Current Service Model



New Service Model



Public Services



Project Team

- Plan and implement the alignment effort:
  - ✓Scope
  - ✓Schedule
  - ✓Budget
  - ✓Functional teams
- Communicate progress and challenges to staff
- Reps from:
  - ✓HUM/OD
  - ✓Libraries
  - ✓BUS
  - ✓Kay Bauman
  - ✓Michele Gorman
  - ✓Tim Rogers
- Small team to work fast

Who will be affected, and how?

Everyone, but some more obviously than others …

<u>What we know right now</u>:

- 100% employment – no reduction in force
- No loss of wages or salary
- Options – new positions/responsibilities
  - ✓Where do you see yourself?
  - ✓Where do you want to be?
  - ✓Where do you best fit?
- Career path advancement for all
- Succession plan for the system

Steps of the Alignment

People and process changes:

1. Exec leadership (CFO, COO, CLXO) & senior mgrs
2. Training and internal communications staff (OD/HUM)
3. Learning Experiences infrastructure
4. Access & Engagement management
5. Access & Engagement staff functions

Question:
What happens to my pay?

- Short answer: No one's pay goes down.

- Longer answer: If you move to a new position, your pay could go up.

- Also, the Class & Comp study may move salary **ranges**, but **it won't move** individual salaries or wages.

Question:
Will I get transferred?

- When transfers are necessary, we will have to make them, and they will be coverage based
  - If we have 5 Adult Services Librarians at Almonte and no Children's Librarians – we may need to do a swap with another library
- We won't just move people without talking with them
- If you want a new opportunity, it may be elsewhere

Question:
Will my supervisor change?

- Too early to tell -- some may change, many will not
- Based on need of job and best fit

Question:
What if I want to do a different job?

- There will be opportunities for change
- Up, down, lateral
- Where do you see yourself?
- Where do you want to be?
- Where do you best fit?

Question:
Will I need to apply for new jobs?

- Too early yet to answer definitively
- OD/HUM will develop processes for this and communicate them as part of the Alignment
- Examples of when you might have to apply:
  - ✓Promotions
  - ✓Job is outside of current area of expertise/experience
  - ✓Multiple internal applications

Question:
Will vacancies be "internal only?"

- Too early yet to answer definitively
- OD/HUM will develop processes for this and communicate them as part of the Alignment

Question:
What is happening with existing vacancies?

- Case-by-case assessment and hiring
- May need the vacancies for the Alignment
- Will discuss with each manager next week

Question:
Lot's coming up … SRP, Class & Comp, Pilot Projects … should we wait?

No.

- We can provide services (including SRP) during the Alignment
- Class & Comp needs the info from the Alignment
- Pilot Projects will be assessed with lead and mgr
- We expect productivity to decrease during Alignment
- This is about the long haul.

Question:
When will we hear more?

- Next week … and every week after
- Transparent processes
- Open communication
- Intranet section devoted to Alignment

Question:
What can we do to help?

- Learn to explain and share
- Openly support the plan – your job is to get onboard and get others on too
- Encourage Q&A with staff
- When you don’t know, get with someone who does
- Share concerns with your supervisor or the Project Team in positive way

Question:
What will the schedule look like?

What’s next

- Communicate with Xchange
- Announcement to staff
- Project team kick off
- Begin weekly updates