

Creating the Goals 2019

For 2019, the Senior Leadership Team committed to create team goals. In the past, the Library Director would create goals, and in some cases, would delegate specific goals to a member of the team. This year's goals are different and certainly cannot be construed as a "checklist." They are higher level and focus on the strategic direction of the library. During the goal creation process, the Senior Leadership Team developed what came to be known as "Goals for Goals" and the "Four Part Test." This helped create the goals, make sure that the goals stayed at the correct level (e.g. stayed out of micromanagement) and made sure that the goals focused on the important things.

The "Goals for the Goals" are the following.

- The goals need to help establish clear **priorities**, so everyone in the organization knows that for at least this year, one effort takes priority over another.
- The goals and the actions they encourage need to be **aligned** with the strategic plan.
- The goals need to **eliminate internal competition and foster cooperation**. Internal competition for resources makes good reality television. In reality, it is wastes resources and capacity for a library like MCPL.
- The goals need to be in alignment and should not be in opposition with the **values** found in the strategic plan; Intellectual Freedom, Inclusion, Innovation, Service, Stewardship, and Trust.

Each action step under each goal mirrors a similar action, albeit focused on different audiences and different topics. In creating the goals, the feeling was that if a goal did not reach all four areas, then it may not be suitable for the entire organization. This became known as the "Four Part Test" and follows.

- Growth – Does this activity allow the library to grow in a reasonable way and what is the impact on internal capacity?
- Communication – Is the activity being effectively communicated internally and externally and do stakeholders understand why certain things are happening?
- Evaluation – Are there measurements for success and are activities being measured?
- Alignment – Are the proposed actions aligned with the strategic plan, mission, vision, and values?

The three goals and four action steps for each goal can be found on the next page. Reporting on activities will take the form of a report of activities under each action step. Long term outcomes are unlikely given the goals calendar. The goals call for alignment with the strategic priorities and core measurements found in the strategic plan. For instance, execution of the capital plan should not see a decrease in the net promoter score and should not see a decrease in households with an active account. Successful implementation of the communication goal should see positive results in the employee survey. Successful work on evaluating system-wide services to optimize capacity should be reflected in the employee survey.

2019 Goals for the Director and His Team

The three goal areas below have been identified by the MCPL Senior Administration Team as the highest priorities for 2019 to ensure immediate and long-term success for MCPL. To achieve these priorities, all staff will communicate, will share and allocate resources, and will collaborate in a timely and cost-effective way.

I. Effectively execute the 2019 administrative phases of the Capital Plan within the Library's span of control

- a. MCPL Senior Administration Team will allocate resources to achieve successful and efficient implementation of the 2019 phases
- b. The Communications Team will ensure that stakeholders receive appropriate and timely communication
- c. MCPL Management Team will evaluate 2018 processes and experience related to the Capital Plan to improve Capital Plan execution in 2019
- d. MCPL Staff will ensure that work related to the Capital Plan in 2019 incorporates and fulfills the promises made during the Proposition L campaign

2. Implement an organization-wide plan to foster healthy communication among all MCPL staff

- a. MCPL Senior Administration Team will commit to and communicate the value of a healthy organizational communication culture
- b. The Human Resources Team will lead the development and design of the plan to ensure that it aligns with MCPL mission, vision, and values
- c. MCPL Management Team will lead their staff in the implementation and evaluation of the plan
- d. MCPL Staff will participate in training and evaluation related to the plan as well as employ respectful, professional communication strategies in their work at MCPL

3. Evaluate and prioritize system-wide services to optimize organizational capacity

- a. MCPL Senior Administration Team will develop organizational criteria for evaluating existing services and new opportunities
- b. Tactical Team will inventory and evaluate existing system-wide services using the criteria established by the MCPL Senior Administration Team
- c. MCPL Management Team will assess capacity for system-wide services and engage staff regarding recommendations related to services
- d. MCPL Staff will provide feedback to MCPL Management Team concerning existing system-wide services and capacity

Definitions

In the goals and action steps above, several groups are referenced, however, these groups are internal definitions. Below is a glossary defining the groups identified above.

MCPL Senior Administration Team – This is the Library Director and his direct reports including the Assistant Director, Chief Experience Officer, Chief Technology Officer, Human Resources Director, Finance and Facilities Director, Development Director, Community Relations and Planning Director, and Internal Communications Director. When considering the Capital Plan, the Senior Administrative Team can also include the Capital Projects Manager. When considering strategic action focused on public services, the Senior Administrative Team may include the Associate Directors for Public Services

Communications Team – This is the Community Relations and Planning Director and the Internal Communications Director and their direct reports

MCPL Management Team – This is the entire leadership group mostly defined by people that supervise and manage other people

MCPL Staff – This is all MCPL staff of all levels, categories, and classifications

Human Resources Team – This is the Human Resources Director and the Chief Experience Officer and their direct reports

Tactical Team – This is a combination of public service and support service managers. The initial purpose of this team was to foster cross departmental cooperation and collaboration. In “lean” this might be considered a cross-functional team. This is comprised only of managers. The team is currently comprised of the Technical Services Manager, Marketing & Communications Manager, Electronic Resources Manager, Library Systems Manager, nine branch managers of different sized libraries, Collection Development Manager, Youth Services Manager, Information and Readers Services Manager, and Community Programming Manager. The Chief Technology Officer as representative from Senior Leadership and helps to facilitate discussion but should not be considered the team leader

Organizational Values – As adopted in the 2018 Strategic Plan, MCPL’s organizational values are Intellectual Freedom, Inclusion, Innovation, Service, Stewardship, and Trust. These values are used when assuring alignment and activities should not run contrary to the stated values, vision or mission.

Staff Values – Several years ago, before the Board adopted organizational values, MCPL staff put forward three internal values to help create a better, more professional, and a more collaborative workplace. The values the staff work to uphold are Intellectual Freedom, Fairness and Integrity. All staff, in their dealings with themselves and the public are expected to adhere to these values and to the staff slogan: “Exceptional service, one person at a time...It begins with me.”