

# Berkeley Public Library Organizational Assessment

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November 14, 2017

# Background and Objective

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## PURPOSE

Assess the Berkeley Public Library to ensure it is optimally governed and organized to serve the Berkeley community.

## BACKGROUND

- The Library has experienced significant turnover in the Director position. Since 2014, the Library has been led by three Directors, one Interim Director, and one Acting Director.
- Turnover in key leadership positions has contributed to organizational instability, impacting the Library's culture and ability to effectively function.
- The BOLT requested that a comprehensive review and evaluation be completed by an independent third party to improve Library operations and services.



# Scope of Work

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## SCOPE OF WORK

This organizational assessment was designed to identify opportunities of improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships.

The assessment was conducted between July and November 2018 and consisted of four major phases: project initiation and management, fact finding, assessment of operational performance, and reporting. The fact finding phase included:

- 26 interviews with BOLT, managers, supervisors, staff, and community partners
- An all-staff survey
- Document review
- BOLT meeting observation
- Best practice research



# Commendations

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- Community Resources
- Collections
- Employee Commitment
- Facilities
- Strong Funding and Support
- Utilization of cross-functional, interdepartmental committees



We would like to thank Library staff, management, and leadership for their participation in this study.

# Major Themes

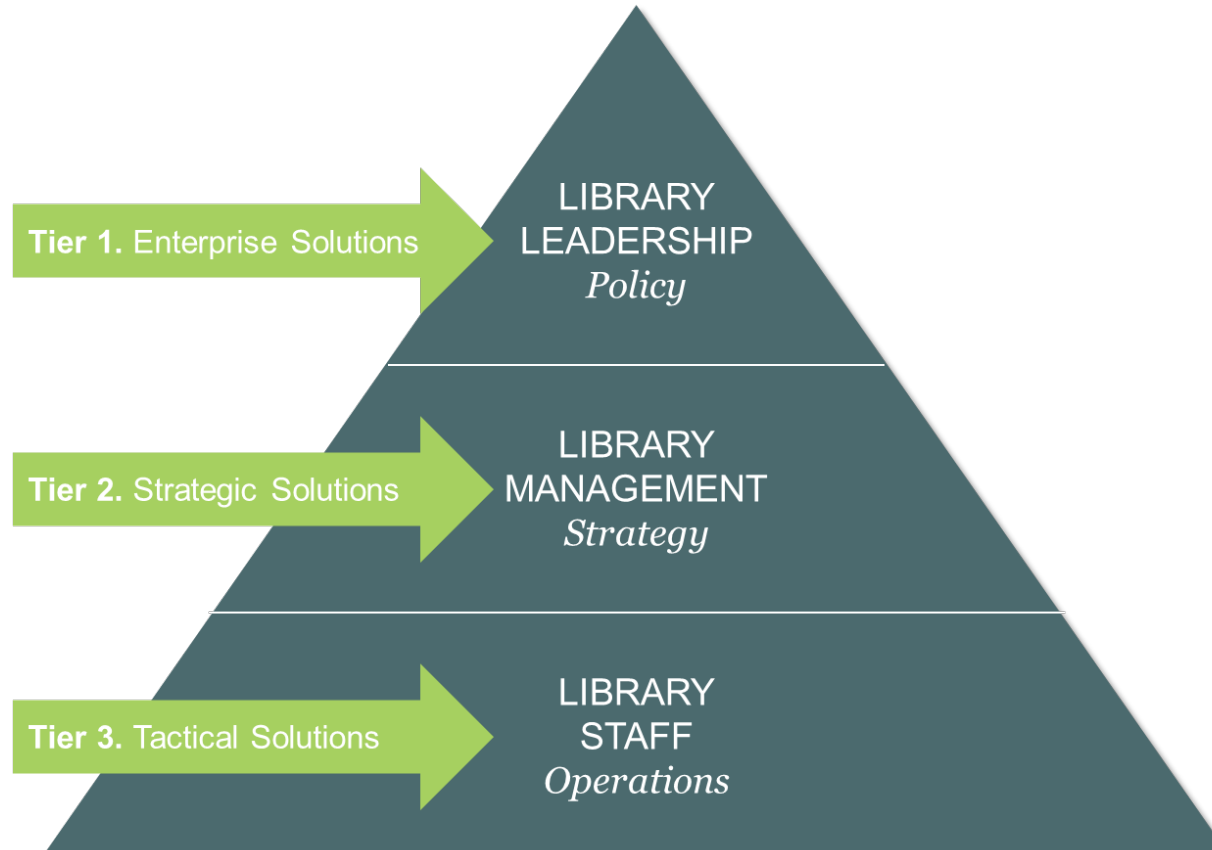
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- Governance
- Cultural Transformation
- Change Management
- Community-Centered Work



# Observations & Recommendations

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# Enterprise Solutions: Critical Priority

## Governance

<b>Observation</b>	The Library's governing environment reduces organizational effectiveness and the ability of the Library to deliver services to the broader community.
<b>Recommendation</b>	Adopt a policy governance model to focus the BOLT on policy and strategy with delegation of operations and employee management to the Director.

## Culture

<b>Observation</b>	Lack of leadership alignment, defined priorities, and constructive employee engagement at the Library has contributed to a culture characterized by low levels of trust, collaboration, and cooperation.
<b>Recommendation</b>	Transform the Library's operating culture by taking measures to align leadership, clarify roles and responsibilities, support employee accountability, and facilitate open lines of communication.

## Change Management

<b>Observation</b>	The Library struggles to sustain changes effectively and engage staff to adopt new systems, processes, and programs. In the past, change management has been perceived as top-down and ineffective despite efforts to engage staff.
<b>Recommendation</b>	Create a culture of deliberate change management to ensure new programs and initiatives are effectively developed, communicated, implemented, and adopted.



# Enterprise Solutions: Other Recommendations

**Operational Planning:** In alignment with the City of Berkeley's 2018-19 Strategic Plan, develop a five-year outcome-based operating plan and supporting unit work plans to unify and focus Library efforts.

**Performance Reporting:** Establish a consistent outcome-based performance reporting framework to keep the BOLT and the community informed on progress toward goals.

**Bylaws Development:** Establish bylaws that are consistent with State law, City policy, BOLT needs, and best practices.

**Board Development:** Establish consistent Board onboarding, education, and evaluation to ensure new members are properly prepared to serve in an oversight role and continuously improve governance.

**Director Recruitment:** Conduct and facilitate the Director recruitment process using a third party, incorporating input from management and staff as appropriate, and develop a Director onboarding plan.





# Strategic Solutions: Critical Priority

## Management Development

<b>Observation</b>	There are opportunities to further develop managers and supervisors to better engage employees and establish a culture of accountability.
<b>Recommendation</b>	Provide ongoing mentorship, training, and institutional support to enable managers and supervisors to consistently apply Library policies and set performance expectations.

## Accountability – Performance Evaluations

<b>Observation</b>	Performance evaluations are inconsistent, cumbersome, and could be better leveraged to develop Library employees.
<b>Recommendation</b>	Ensure performance evaluations are beneficial for both the Library and employees by integrating the review process with a growth and development plan, setting annual goals, and streamlining the evaluation process.

## Accountability – Progressive Discipline

<b>Observation</b>	The progressive disciplinary process could be better leveraged to hold staff accountable to City of Berkeley and Library policies and standards of conduct.
<b>Recommendation</b>	Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.

## HR Resources

<b>Observation</b>	The Library's human resources (HR) function is reliant on manual processes and lacks sufficient staff resources to fulfill operational demands.
<b>Recommendation</b>	Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.



# Strategic Solutions: Other Recommendations

**Communication:** Establish formal communication protocols that encourage productive and frequent two-way communication between management and staff.

**Decision-Making:** Develop a decision-making framework that aligns with the operating plan to provide additional transparency in the Library's decision-making processes.

**Accountability - Exit Interviews:** Implement consistent exit interview procedures and conduct a semi-annual analysis to evaluate factors contributing to employee turnover and retention.

**Innovation and Risk:** Promote a culture of innovation by engaging the community, developing an innovation evaluation framework, and exploring peer exchange opportunities.

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# Tactical Solutions: High Priority

## Program Evaluation

<b>Observation</b>	The Library lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities.
<b>Recommendation</b>	Establish a consistent program evaluation process and reporting system to ensure programs are advancing the Library's mission, respond to community needs, and are delivered equitably.

## Safe & Inclusive Space

<b>Observation</b>	Similar to other urban libraries, the Library faces challenges in creating a safe and welcoming space for all patrons.
<b>Recommendation</b>	Continue developing a safety program in accordance with best practices, including an employee safety committee, developing a comprehensive safety plan, and providing regular staff training.

## Community Engagement

<b>Observation</b>	The Library's community engagement efforts are often reactive, resulting in untapped opportunities to better serve Berkeley's diverse community.
<b>Recommendation</b>	Develop proactive community engagement practices to ensure library services address the needs and priorities of all community members.

## Collection Management

<b>Observation</b>	The Library is in the process of developing a Collection Management Plan.
<b>Recommendation</b>	Utilize best practice research to inform development of the Collection Management Plan.



# Tactical Solutions: Other Recommendations

**Procedure Documentation:** Document key policies and procedures to provide consistency to employees and patrons.

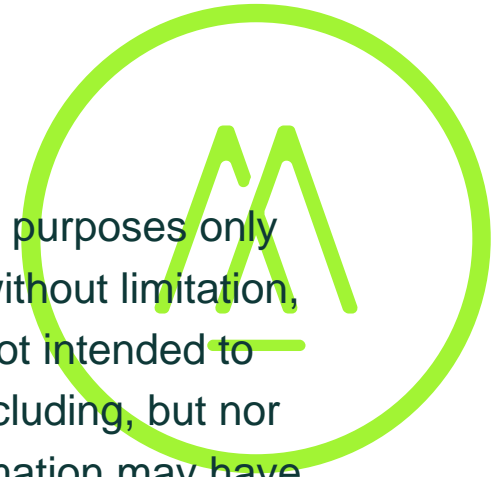
**Employee Onboarding:** Create a systematic onboarding process to increase employee retention, productivity, and morale.

**Succession Planning:** Develop a strategy to address succession planning for key positions to ensure operational continuity and maintenance of relationships with stakeholders.



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