

REPORT

Oakville Public Library Board

Meeting Date: February 24, 2022

FROM: Oakville Public Library

DATE: February 15, 2022

SUBJECT: 2022 CEO Goals – February 24, 2022

RECOMMENDATION:

That the 2022 CEO Goals be approved.

KEY FACTS:

The following are key points for consideration with respect to this report:

- As per the Oakville Public Library (OPL) Board By-Laws, the CEO is to set annual goals and expectations which are linked to the organization's strategic goals and recommend these to the Board for approval.
- The 2022 recommended goals have four areas of focus - strategic plan implementation, diversity and belonging, budget and CEO personal.
- At the January 27, 2022 Board Meeting the Board requested that a talent management strategy and an enhanced board communication be added to the proposed CEO goals.

BACKGROUND:

The CEO is required to submit annual goals to the Board for approval.

COMMENT/OPTIONS:

STRATEGIC PLAN IMPLEMENTATION

In Q1 2022, OPL will successfully communicate the 2022-2024 Strategic Plan to Town of Oakville Council, community partners, OPL staff and the public.

OPL will launch its 2022-2024 Strategic Plan to the community in Q1 of 2022. The launch will kick-off with a presentation to Council on February 28, 2022 followed by sessions with OPL staff and OPL community partners to review the new plan and discuss possible initiatives to drive the plan forward.

The launch will also include a social media blitz with launch video and the opportunity for the community to provide suggestions for ways they see OPL achieving the four strategic pillars.

In Q1, as part of the 2022-2024 Strategic Plan, OPL will implement a strategic initiative framework to introduce a systemic process to evaluating and prioritizing initiatives to ensure adequate staffing/budgetary capacity as well as alignment with the four strategic pillars.

OPL will introduce a new strategic initiatives framework to serve as a foundation for organizing priorities and initiatives to ensure their success and alignment with OPL strategic pillars. The framework process will provide guidelines for how new initiatives are prioritized, funded, resourced and evaluated.

In Q2, OPL will enhance board communications to the community to ensure transparency and to keep residents up-to-date with strategic plan developments and key board decisions.

OPL will introduce a communication to update the community as to board-related key items and outcomes.

BUDGET

In Q2, OPL and Town of Oakville Finance will undergo a zero-based budget exercise to ensure spending is current, accurate and appropriately aligned with strategic goals.

A zero-based budget is built from zero (start from scratch) to help verify that all components of the budget are cost-effective, relevant and the resources are aligned with OPL's mission and strategic pillars. The process requires units to justify all expenditures, even ones that have been around for decades and will ensure that the 2023 Budget is current, accurate and aligned to the strategic plan.

DIVERSITY AND BELONGING

In Q1, OPL in partnership with the Town of Oakville will undergo its first Diversity and Inclusion Staff Survey. OPL will strive to achieve a 60% response rate to the survey.

The Diversity and Inclusion Survey is a confidential online survey developed by the Canadian Centre for Diversity and Inclusion (CCDI) consulting to understand how diverse our organization is and how included people feel. The average response rate to the first round of a diversity and inclusion survey is 46% (per CCDI). It is essential to see as high of a response rate as possible to ensure that OPL has

enough information to develop a strategy that takes all possible feedback/views into account.

In Q3, to develop and implement the Diversity and Inclusion Strategy that will be based on the information gathered as part of the Diversity and Inclusion Survey results.

Using the results of the Diversity and Inclusion Survey completed in Q1, OPL will develop a dedicated strategy to guide OPL's diversity and inclusion focused initiatives as well as to address issues identified through the survey.

STAFF ENGAGEMENT

Starting in Q2, OPL will develop a talent management strategy that aligns with its overall business and strategic goals. The strategy will be designed to manage talent through the development of stronger and more inclusive hiring practices while continuing to support staff development and improve organizational performance.

The strategy development will start with a review of current practices to identify gaps and create a one year strategy to ensure recruitment and retention of staff align with organization direction. The draft strategy will be brought to the Board for feedback.

PERSONAL GOAL

In 2022, I complete the Anti-Racism Certificate from the Canadian Center for Diversity and Inclusion and the Halton Equity and Diversity Roundtable-SHERIDAN Micro-Credential Certification Program: Building Literacy in Equitable Practices.

Through the completion of these two certificates, I will be better positioned to guide the development and implementation of equitable practices at all levels of the organization.

Prepared and submitted by: Tara Wong, CEO