

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: 2023 CEO Goals Q4 Update – February 15, 2024

RECOMMENDATION:

That the 2023 CEO Goals Q4 Update report be received for information.

KEY FACTS:

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

- As per the Oakville Public Library (OPL) Board Procedural 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.
- For 2023 the CEO Goals have five areas of focus – Diversity, Equity and Inclusion, Staff Engagement, Cardholder Growth, Advancing OPL Strategic Partnerships and CEO personal goals.
- The 2023 CEO Goals were approved at the March 16, 2023 OPL Board meeting.
- Progress reports on the status of the CEO Goals are brought to the Board quarterly.
- At the January 18, 2024 meeting the board requested that the final DEI metrics results be provided.

BACKGROUND:

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

COMMENT/OPTIONS:

DIVERSITY, EQUITY AND INCLUSION (DEI)

Starting in Q1, 2023, OPL will begin implementing its Diversity, Equity and Inclusion Strategic Framework (Appendix A).

Strategic Pillar: Enriching Lives and Building Healthy Communities / Investing in Staff to deliver exceptional experiences.

Status: Complete

7/11 of items were completed (highlighted in green within Appendix A)

2/11 of items are ongoing (highlighted in yellow within Appendix A)

- *Review interview process through an inclusive lens and adjust as identified.*
Initial changes have been implemented however, there remains a small number of items that will be implemented in 2024.

- *Identify and review key policies and practices to pinpoint and remove systemic barriers to inclusion.*
As policies come up for review, they will be reviewed using an inclusion lens as part of the review process.

1/11 of items are on hold (highlighted in red within Appendix A) –

- *Identify core services and programs and schedule and guidelines for using the Inclusion Evaluation tool as regular review of both developing and existing programs/ services.*
The inclusion evaluation tool was created in partnership with McMaster students in 2022, however application of the tool highlighted key issues that are being addressed and an updated evaluation tool will be rolled out in 2024.

2023 Metric results:

- **Increase in the representation of diverse employees.**
Anecdotally, OPL has seen an increase in the representation of diverse groups however, without a follow-up staff survey, we are unable to provide an increase percentage. OPL is talking to the Town of Oakville about when they are planning to schedule the next DEI staff survey.
- **Feedback from candidates on hiring process.**
As indicated above, OPL is in the process of implementing changes to the interview process and will only be prompting for feedback starting in Q2 2024.

- **All managers participate in inclusive leadership training.**
100% complete as all managers completed the required inclusive leadership training. Additionally, as part of their 2024 goal setting, each manager is required to select an inclusive leadership trait to focus on strengthening in 2024.
- **Employee advocacy group(s) are established.**
OPL established a Diversity, Equity and Inclusion employee resource group in Q1 2023. Last year the group successfully delivered training related to pronouns. This year, the group will focus on creating quarterly staff training to be delivered as part of staff meetings.
- **All identified policies and practices are reviewed and updated as needed.**
100% of policies scheduled for review in 2023, went through an inclusion lens process. This will continue to be the practice as policies come up for review in 2024.
- **KPI is embedded into all employee's performance plans.**
100% complete. In 2023, as part of the annual goal setting process, all employees worked with their supervisor to establish a DEI related goal. The 2023 performance review process is still underway and OPL will report back to the board in a future CEO Update as to the completion rate of the goals.
- **Percentage of identified scheduled reviews completed.**
As noted above, reviews of services and program did not take place in 2023 as result of issues discovered through the attempted implementation of the Inclusion Evaluation tool. OPL is working to update and better align the tool with the aim of implementing the tool in Q3 2024.

STAFF ENGAGEMENT

Starting in Q1, OPL will implement its Talent Management Strategic Framework that aligns with its overall business and strategic goals.

Strategic Pillar: *Investing in Staff to Deliver Exceptional Experiences*

Status: **Complete.**

Talent Management Strategy

7/12 of items were completed (highlighted in green within Appendix B)

4/12 of items are ongoing (highlighted in yellow within Appendix B)

- *Leaders – Finalize 360 development plans and execute on actions that are identified in each individual plan.* With the new Director, Customer Experience in place, we will continue to support the leaders in executing their actions identified in their individual plans.
- *Create an employee-led resource group for wellness and mental health and social interaction.* This initiative will commence in Q1 2024 as OPL prioritized the employee resource groups for DEI and Reader's Advisory for 2023.
- *Completion of a benchmarking review for compensation and benefits.* This initiative will be completed by Q2 2024.
- *Create a mentorship between aspiring leaders and leaders who have identified to retire within the next five years.* This is to support the transition of the retiring employee and develop aspiring leaders. This initiative will be launched in January 2024 to align with national mentoring month.

1/12 of items are on hold (highlighted in red within Appendix B)

- *Create a knowledge transfer employee resource group for each department.* This item was placed on hold due to staff capacity and the focus on organizational employee resource groups to be established prior to the introduction of department level ones.

LIBRARY CARDHOLDER GROWTH

Starting in Q2, OPL will develop and implement strategies to increase both cardholder retention but also grow OPL's percentage of Oakville households with an OPL card by 5%.

Strategic Pillar: *Expanding our Reach.*

Status: **Moved to 2024**

Traditionally, OPL has used cardholder count as a measure of success. However, this does not take into account that 1 household could hold 4 cards while another could hold 1. The number of households with OPL cards provides a better measure of penetration into communities and highlights growth with new customers than single cardholder counts.

The switch to look at cardholder growth by household has resulted in the identification of significant data issues within OPL's integrated library system. The majority of the issues have now been identified and resolved. Additionally, staff have

reviewed the data entry standards for addresses to ensure that new data is entered correctly, and a monthly review process is now in place.

Due to the length of time it took to clean up the data and set standards in place to ensure “clean” data moving forward, it cannot be accurately determined if growth occurred in 2023. A cardholder goal has been proposed as part of the 2024 OPL goals to target growth of OPL’s customer base.

It is important to note that OPL is seeing growth (as per Q3 2023 Performance Measures report) in active cardholders which speaks to initial success in cardholder retention initiatives introduced this year.

ADVANCING OPL STRATEGIC PARTNERSHIPS

Introduce 5 new impactful partnerships with community organizations by the end of 2023.

Strategic Pillar: *Enriching Lives and Building Healthy Communities / Expanding our Reach.*

Status: Complete

Oakville Public Library is committed to developing impactful partnerships that serve to engage the community, advance OPL’s strategic goals and reflect its vision, mission and values.

In 2023 and beyond, OPL will be looking to engage in partnerships (as defined by OPL’s Partnership Policy (Appendix C)) that help Oakville residents stay resilient and thrive through challenging times. OPL will look to work with community organizations to support educational success, personal wellbeing, economic prosperity and social cohesion.

Partnerships:

Acclaim Health – Cognitive Care Kits and ongoing staff training support

Oakville RibFest – Friend Sponsor level

Sheridan’s Centre for Mobile Innovation

Transportation and Engineering (Town of Oakville) - Bike Month and Active Transportation

Halton Public Health – Vaccination centers and participation on Opioid Action Table

Civitan Club of Oakville

Personal Goal

Establish a Diversity, Equity and Inclusion group that supports local executive directors in starting and developing DEI initiatives within their own organizations.

Strategic Pillar: *Enriching lives and Building Healthy Communities*

Status: *Partially complete*

The DEI journey is a complex one and many local community organizations are struggling with where to begin and/or how to continue building DEI initiatives.

The goal of the group would be for the members to learn together while sharing experiences and supporting each other to develop deeply inclusive organizations.

Met with Executive Director of Halton Equity and Diversity Roundtable to discuss the creation of an Executive Director level group to promote and support DEI initiatives in Halton under the HEDR umbrella.

In Q4, a number of groups supporting Halton region ED/CEOs were identified and I, along with HEDR will work to identify which group may be appropriate to include/expand sharing of inclusionary behaviors and best practices.

A number of Halton ED's who attended Sheridan College's Inclusive Practices program have continued to meet and share successes, challenges and best practices throughout 2023.

APPENDICES:

Appendix A – Diversity, Equity and Inclusion Strategic Framework

Appendix B – Talent Management Strategic Framework

Appendix C – Partnership Policy

Appendix D – OPL DEI Initiatives for 2023

Prepared and submitted by: Tara Wong, CEO