



**Arlington  
Public  
Library**

*Everyone Has A Story*

# All Aboard: How Staff-Led Policy Changes Offer Broader Buy In

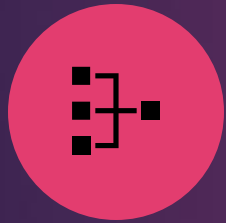
# Who are we?

- ▶ Gale Koritansky, Branch Services Division Chief
- ▶ Megan Biggins, Branch Manager
- ▶ Katherine Regeimbal, Branch Manager

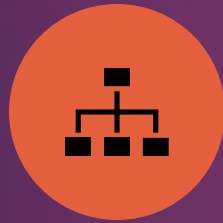
# What will we discuss today?

- ▶ Initiating organization policy and procedure changes via staff participation and input
- ▶ Our scope for organizing the project, and directing a committee of front-line staff
- ▶ Tips for presenting new policy to all staff
- ▶ Why this process is invaluable for staff development
- ▶ Mistakes to avoid

# Snapshot of APL



SYSTEM



STAFFING  
STRUCTURE



POPULATION



USERS



EVENTS AND  
PROGRAMS

# Transitions

- ▶ New Division Chiefs, New Branch Managers
- ▶ Lack of formal documents
- ▶ Changing dynamics
- ▶ Conversation and assignments

# The Learning Experience

- ▶ Skill Set
- ▶ 2-Day Project Management Course
- ▶ Building a Team
- ▶ Internal Customer Service
- ▶ Creating a Deliverable
- ▶ Presentation Skills

# Why did we need to change this policy?

- ▶ Immediate need from staffing situation
- ▶ Make staff expectations consistent
- ▶ Create opportunity to think about staff roles
- ▶ Streamline evaluation process

# What was our process?



Set goals with Division Chief



Assemble team



Many drafts



Loop in other stakeholders



Roll out



# Established Programming Workgroup

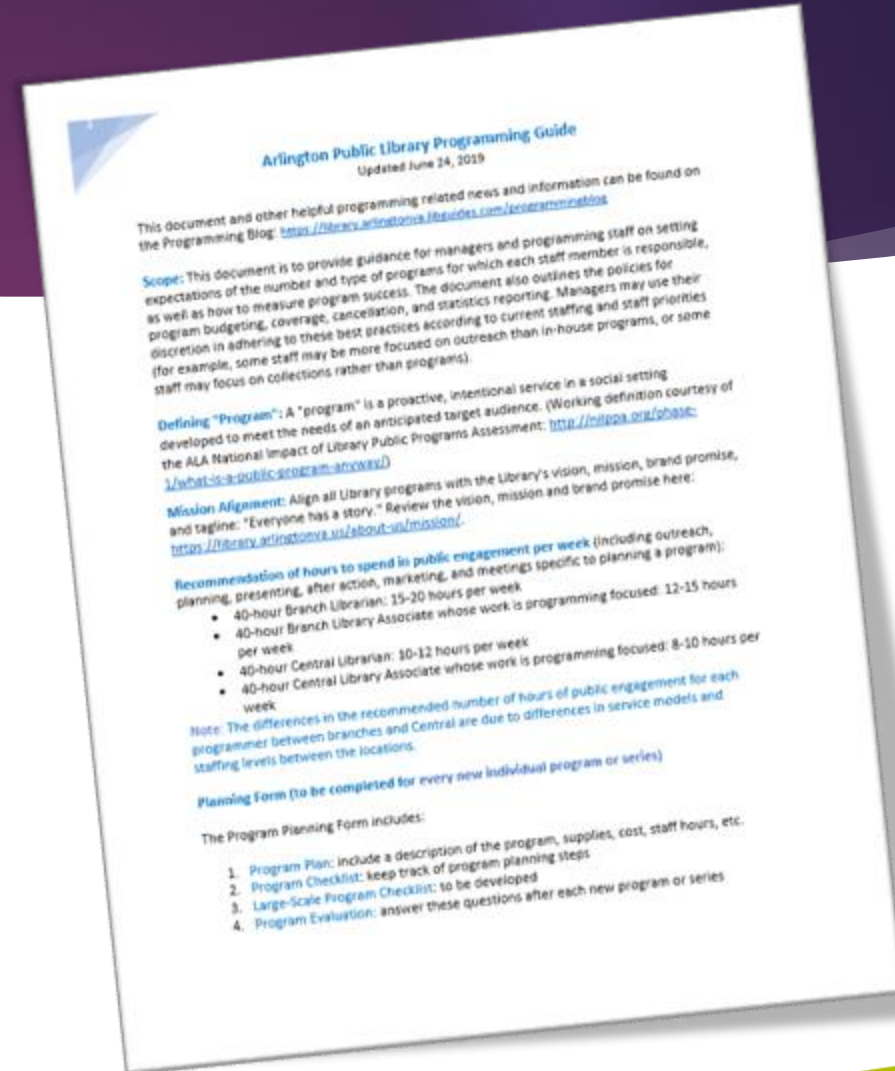
- ▶ Formed a workgroup with consideration of:
  - ▶ Position
  - ▶ Skills
  - ▶ Experience
  - ▶ Branch location

# Process

- ▶ Met 3x to discuss and collect input
  - ▶ Surveyed what staff were already doing
  - ▶ What new staff need
  - ▶ Expectations for existing staff
  - ▶ Reasonable expectations
  - ▶ Space for flexibility
  - ▶ Standardized time
- ▶ Standardization of job role
- ▶ Committee members had access to documents so they could edit

# Deliverables

- ▶ Programming Guide
- ▶ Programming Plan
- ▶ Programming Checklist
- ▶ New KWE and IOS



# Presenting New Policy to Staff

- ▶ Shared drafts at team meetings for feedback
- ▶ Reworked documents based on feedback
- ▶ Branch managers shared new policy with their programmers
- ▶ Presented at Programming Team Meeting
- ▶ Sustainability—saved program plans to our shared drive so staff could reproduce programs without reinventing the wheel
- ▶ Added expectations to Performance Appraisals

# What challenges did we encounter?



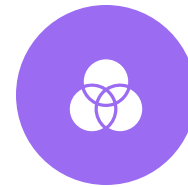
SCHEDULING IN-PERSON MEETINGS



LONG MEMORIES



CONCERN ABOUT WORKLOAD AND CREATIVITY LIMITATIONS



POLICY AVERSE/POLICY PURISTS



PROGRAMMING TEAM



BRANCH AND CENTRAL LIBRARY SEPARATION



IMPLEMENTATION CHALLENGES

Committee  
experience

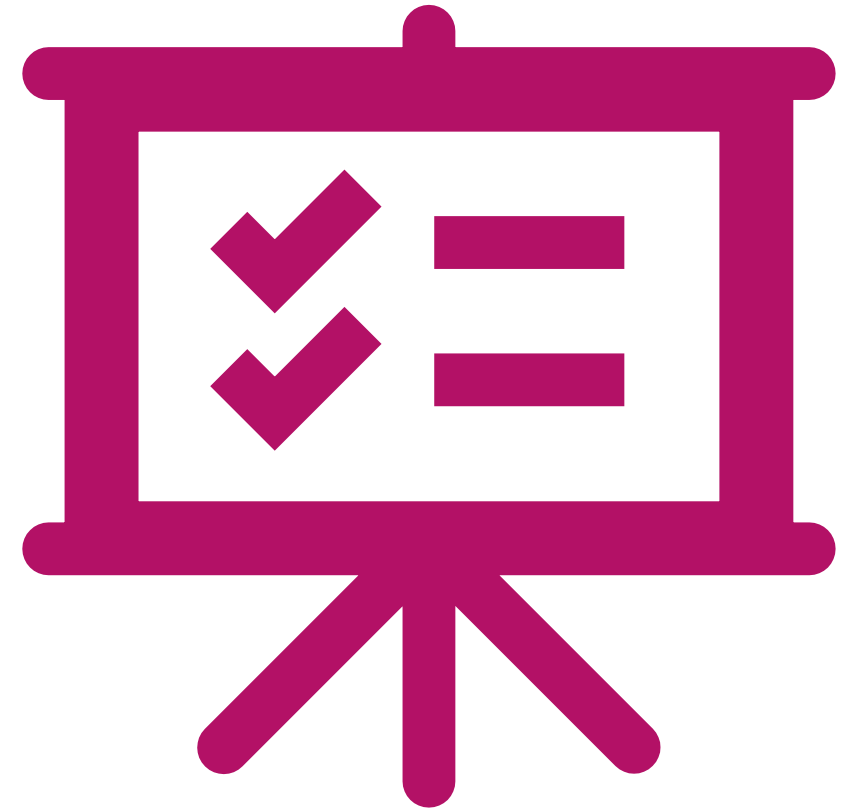
Resume builder

Leadership skills

**Committee  
members  
gained...**

## And now...

- ▶ Programming staff have guidelines and checklists for programming-- especially helpful for new staff
- ▶ Managers can hold staff accountable to standardized guidelines
- ▶ Central Library used our guide, and made edits to fit their own service model
- ▶ We met with Central managers to combine the two guides into one
- ▶ New Guide is being posted to intranet and shared at team meetings





It's an ongoing process!



# Questions?

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