TASK FORCE STRUCTURE:

Developing Grassroots Leadership and Idea Sharing

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Lorraine Moffa
Learning Objectives

- Attendees will learn the benefits of a task force structure
- Attendees will learn about the process of establishing and evaluating a task force structure
- Attendees will learn tips and tricks to navigating the pitfalls of grassroots idea sharing
What is a Task Force?

A task force is a group of people who come together from diverse branches, positions, and points of view to facilitate the development of ideas, create new opportunities, answer questions, or solve a problem. Task forces can form to evaluate a variety of topics, including but not limited to issues that can affect branches at a local or system-wide level, or how the library interacts with the community. The ideal size of a task force is as few as three or as many as ten people, but may vary in size based on the nature of the objective.
Task Force Structure Benefits

Grassroots facilitation and surfacing of new ideas

Fresh way to encourage staff involvement and empowerment

Additional opportunities for leadership development

Increased communication and collaboration across the library system
Examples of Success

Food for Fines

Policy Review

Pop-up Libraries

Task Force Stats Snapshot (one year after implementation)

- 24 task forces formed
- 187 staff participating
Forming

- Objective
- How is membership determined?
- How large or small should a task force be?
- What technology will be needed?
- What will the decision making process look like from beginning to end?
- How will the duration of a task force be determined?
- How will a task force request resources?

Call for volunteers across library system
Develop goal oriented charter and objectives
Questions for consideration
Storming

- Brainstorm and research other institutions
- Develop big picture idea of how the structure will look
- Work backwards to determine processes and requirements
- End each meeting with defined objectives to complete via e-mail

How can staff with limited schedules and a variety of work locations participate in the task force structure?
LCPL Task Force Structure

NEW IDEA: build support through forum, e-mail, and discussion

CHARTER

REVIEW: charter reviewed by Leadership Team and Library Director

RESEARCH PHASE

RECOMMENDATIONS & PROPOSALS

R&P NOT APPROVED

LESSONS LEARNED

IMPLEMENT

DISOLUTION

I WANT TO FORM A TASK FORCE to develop an idea, create an opportunity, answer a question, or solve a problem.

CHECK CURRENT/ARCHIVED CHARTER DIRECTORY

A TASK FORCE CURRENTLY EXISTS TO EXPLORE TOPIC

A TASK FORCE HAS NOT BEEN CREATED FOR THIS TOPIC

A TASK FORCE TO EXPLORE THIS TOPIC HAS CONCLUDED

CONTACT FACILITATOR

POST THE IDEA: THE TASK FORCE FORUM TO RECRUIT VOLUNTEERS

DO NOT FORM ANOTHER TASK FORCE

NO VOLUNTEERS: PURSUE IDEA INDEPENDENTLY

ORGANIZE VOLUNTEERS AND HOLD MEETING

COMPLETE TASK FORCE CHARTER FORM & E-MAIL TO TRAINING COORDINATOR FOR POSTING
All charters will be reviewed by the Library Director

by making effective use of available resources, information, and feedback. Identify need and impact, weigh pros and cons, develop a cost estimate and choose options.

REPORT
Complete the Recommendations and Suggestions form and submit it to the Training Coordinator for review by the Library Director and Deputy Director before implementation.

IMPLEMENT
the chosen and approved option, dissolve, or consider alternatives.

REVIEW
Complete the review section of your charter and e-mail it to the Training Coordinator to archive.

DISSOLVE TASK FORCE

This idea needs a task force to accomplish

An archived charter exists for a similar idea or topic

This idea deserves more thought

This idea can be accomplished without a task force

This idea could move forward with the current number of staff

There is not a current task force or discussion that interests me

There is a topic being discussed in the Task Force Forum that interests me

There are not enough interested staff (search and recruit)

[Implement]

[Review]

[Disband]

[Complete and submit Task Force Charter]

[Research]

[Check again later]

[contact facilitator]

[Check internet]

Is task force needed [postpones]
### Task Force Forum

#### General Discussion

<table>
<thead>
<tr>
<th>Subject</th>
<th>Created By</th>
<th>Replies</th>
<th>Views</th>
<th>Last Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Book Inside Out &amp; Back Again Systemwide Display Theme</td>
<td>Susan VanEpps</td>
<td>1</td>
<td>26</td>
<td>by Peter Allphin Aug 24, 2017 at 9:32pm</td>
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<tr>
<td>Social Media Task Force</td>
<td>Amie</td>
<td>3</td>
<td>56</td>
<td>by Amie Aug 16, 2017 at 4:04pm</td>
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<tr>
<td>Addiction &amp; Mental Health Programming Task Force</td>
<td>Susan VanEpps</td>
<td>1</td>
<td>47</td>
<td>by denaherchen Aug 15, 2017 at 11:16am</td>
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<td>Safety and Security Task Force</td>
<td>maddy</td>
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<td>35</td>
<td>by Peter Allphin Aug 9, 2017 at 10:17am</td>
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<td>Read Away Your Fines</td>
<td>Iorna</td>
<td>3</td>
<td>95</td>
<td>by Kelle May 9, 2017 at 10:19am</td>
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<tr>
<td>Color Printing at the Library</td>
<td>rebeccadickason</td>
<td>1</td>
<td>38</td>
<td>by ahasnany May 8, 2017 at 6:57pm</td>
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<tr>
<td>Picture Book Re-Organization</td>
<td>knpikula</td>
<td>7</td>
<td>191</td>
<td>by knpikula Feb 27, 2017 at 2:09pm</td>
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<tr>
<td>Topic:</td>
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<tr>
<td>Objective:</td>
<td>One sentence description of goal</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Mission:</td>
<td>includes vision, projected benefits, background, and any additional justifications for forming</td>
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<tr>
<td>Facilitator’s Name(s):</td>
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</tr>
<tr>
<td>Task Force Members</td>
<td>include branch and department</td>
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<tr>
<td>Duration</td>
<td>Include dates for planning, deliverable elements, and any follow-up work.</td>
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<tr>
<td>Start Date:</td>
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<td>End Date:</td>
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<tr>
<td>Deliverable:</td>
<td>What will be produced as a result of this task force?</td>
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**Charter to be completed upon formation of task force.**

E-mail to the Training Coordinator to receive approval to proceed from the Library Director and Deputy Director.

**Synopsis of Research:**
A brief summary of what was discovered during the research phase.

**Staff Resources:**
How many staff members are necessary to fully fulfill the task force goal? Will any volunteers outside the task force be necessary to implement the final product? if so, how many? How much time is involved?

**Monetary Resources:**
What is the cost to implement the task force decision? How will the task force seek funding?

**Implementation:**
How long will it take to implement the task force goal? What are the steps the task force will take to implement their decision?

**Outcome:**
What is the desired outcome?

**Review to be completed before task force dissolves**

<table>
<thead>
<tr>
<th>Synopsis of findings:</th>
<th>What did your research reveal?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results:</td>
<td>What was decided?</td>
</tr>
<tr>
<td>Lessons Learned:</td>
<td>What would you advise going forward?</td>
</tr>
</tbody>
</table>
Norming

Building support from staff AT ALL LEVELS

- Structure presented first to Leadership Team and Branch Managers for input
- 12 workshops offered to train staff on new structure
- Specific individuals and projects targeted for early adoption after launch

Continued Communication

- Task Force Update e-mails
- Employee Intranet
  - Read Me First! (FAQ)
  - Definition and explanation
- Flow Chart
- Task Force Forum
- Current Charter Directory
- Charter Archive
- Form links
- Structure champion’s contact info
Iterative Process

One Year Survey

• Have you participated in a task force?
• Do you clearly understand the purpose of and reason for forming a task force?
• Has the Task Force Forum proven an effective and timely way for you to stay informed of new task force activity? Do you have any suggestions for improving or replacing the Task Force Forum?
• Have the Task Force Update e-mails proven an effective and timely way for you to stay informed of new task force activity? Do you have any suggestions for improving or replacing this communication?
• Do you think a new Task Force Facilitator would benefit from special training? Is there special training you would want to attend before volunteering to become a Task Force Facilitator?

Resulting Projects

• Virtual meetings toolkit
• Project management guide for facilitators
• Web form submission process for Charter and Recommendations & Proposals
<table>
<thead>
<tr>
<th>Charge from Library Director</th>
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<tbody>
<tr>
<td>• Develop a grassroots idea sharing and collaborative platform for staff at all levels</td>
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<tr>
<td>• Place a greater emphasis on learning culture within the organization</td>
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<tr>
<td>• Increase the transparency of decision making process</td>
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<tr>
<td>• Create a structure loose enough to allow for experimentation and piloting new ideas, but</td>
</tr>
<tr>
<td>tight enough to retain administrative oversight, checks, and balances</td>
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<thead>
<tr>
<th>Evolving Mission</th>
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<tbody>
<tr>
<td>• Simplify the process to become seamless for staff participation</td>
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<tr>
<td>• Increased awareness of groups forming and in search of additional members</td>
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<tr>
<td>• Additional training for facilitators in project management</td>
</tr>
<tr>
<td>• Bottom-up versus top-down implementation of ideas further distinguished</td>
</tr>
</tbody>
</table>
Concerns

- Decisions respecting chain of command
- Time involvement
- Idea stagnation
- Librarians are not project managers
- Task Force vs. Committee vs. Team

VLA Presenter Evaluations: tinyurl.com/fri2017vla tinyurl.com/fri2017vla