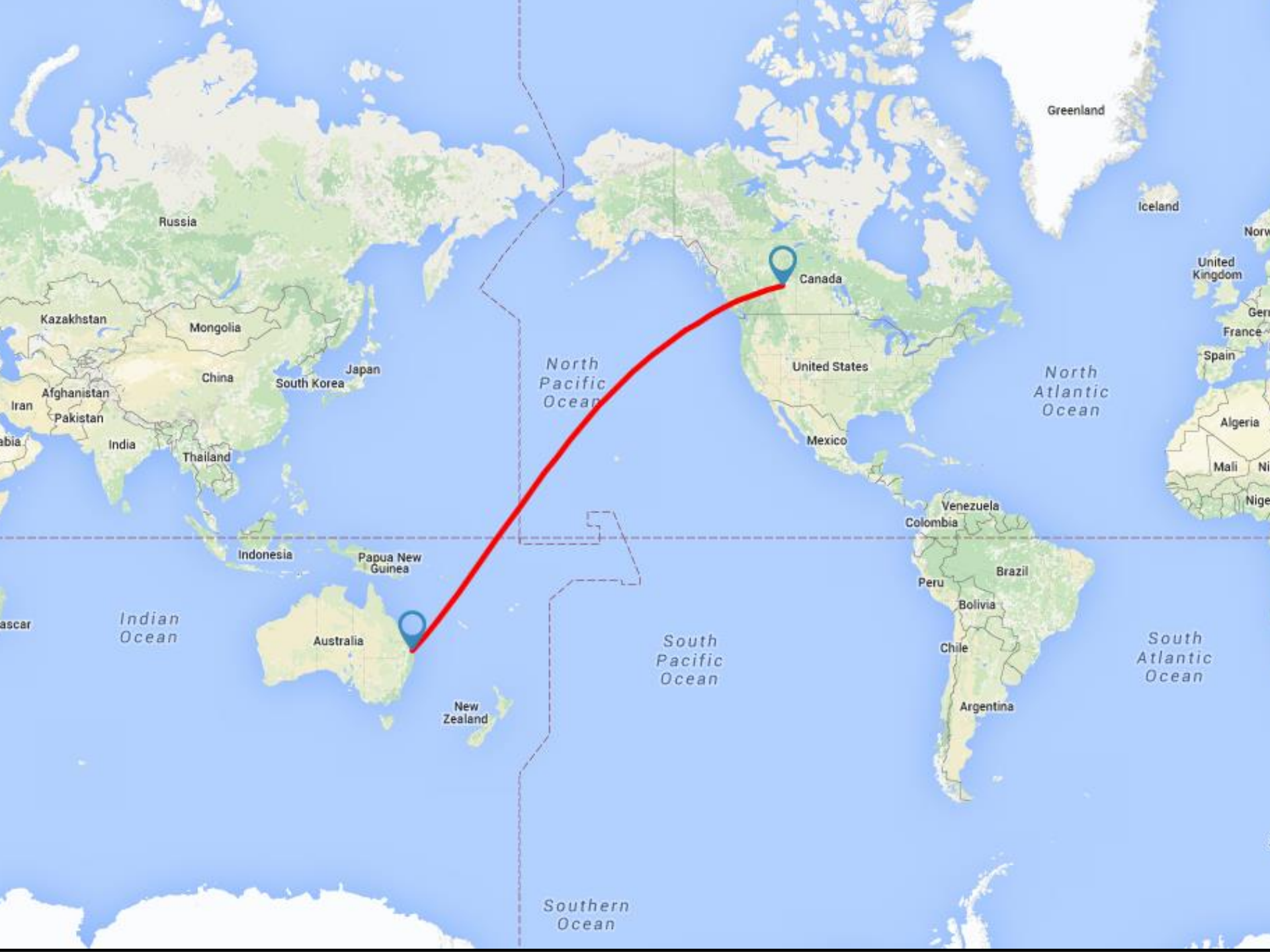


# Partnering for Change: The Journey to Becoming a Learning Organization

Pam Ryan  
QPLA 2015 Conference









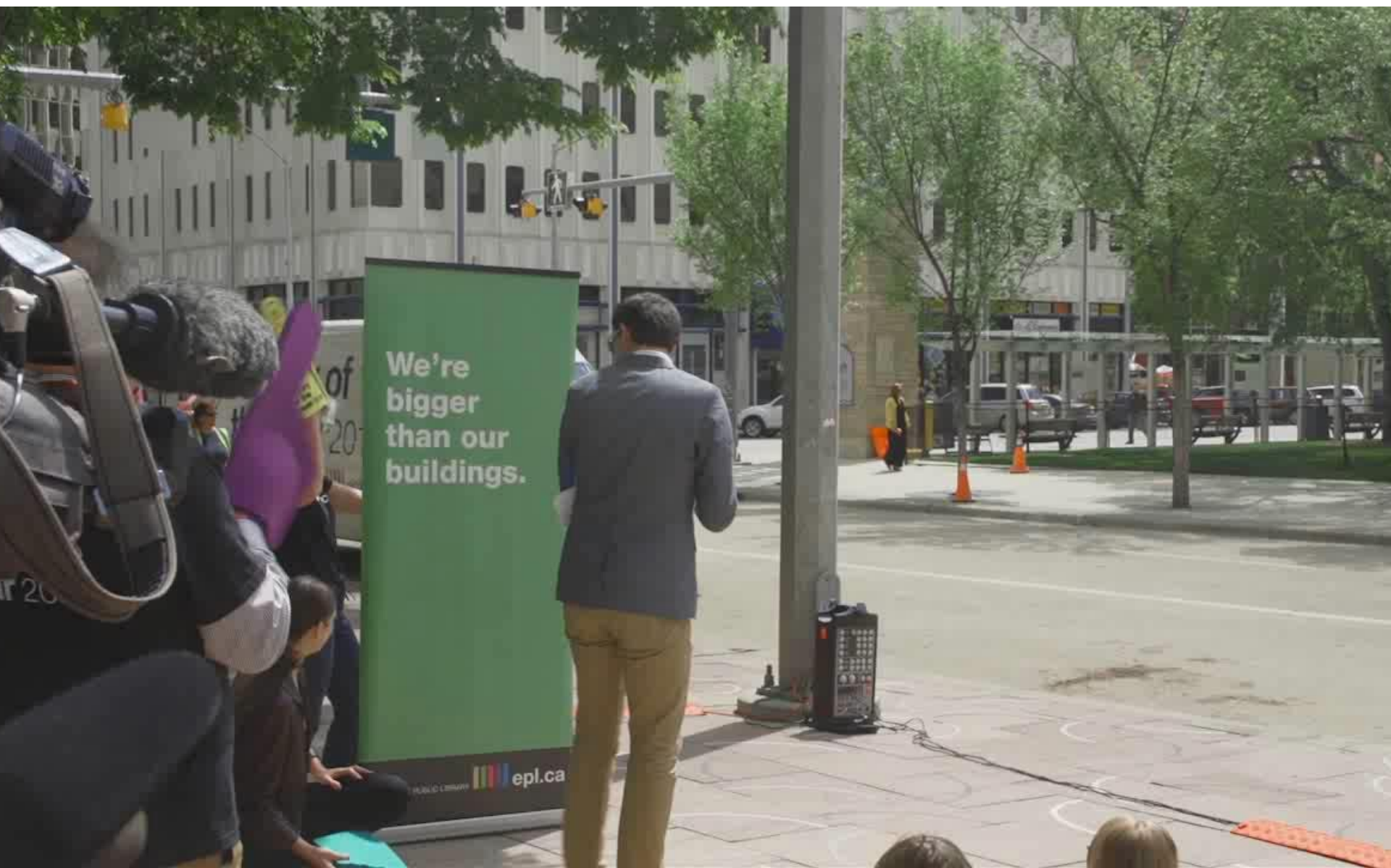













Library of the Year 2014

EDMONTON PUBLIC LIBRARY



epl.ca



EDMONTON PUBLIC LIBRARY  **epl.ca**

# Celebrating 100 Years

 Library of the Year 2014





# CHANGING THE CULTURE AND FOCUSING

# Highly Engaged Staff

**EPL Staff**  
**82%**

**Benchmark**  
**72%**



# Customer Service Focus

**EPL Staff**  
**96%**

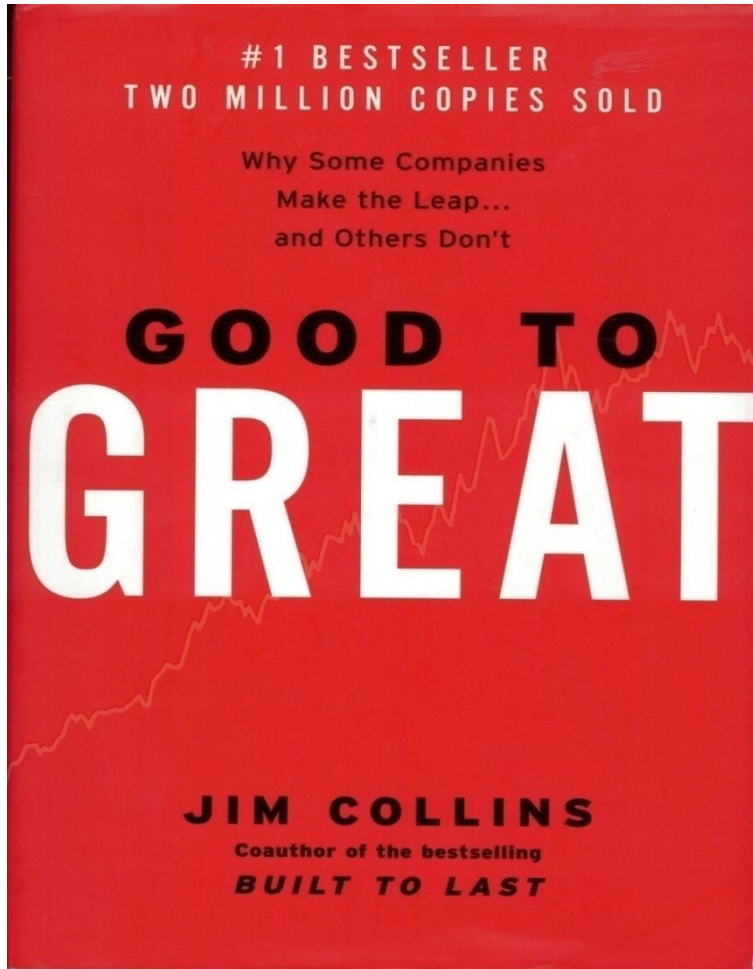
**Benchmark**  
**82%**

# A Simmering Volcano

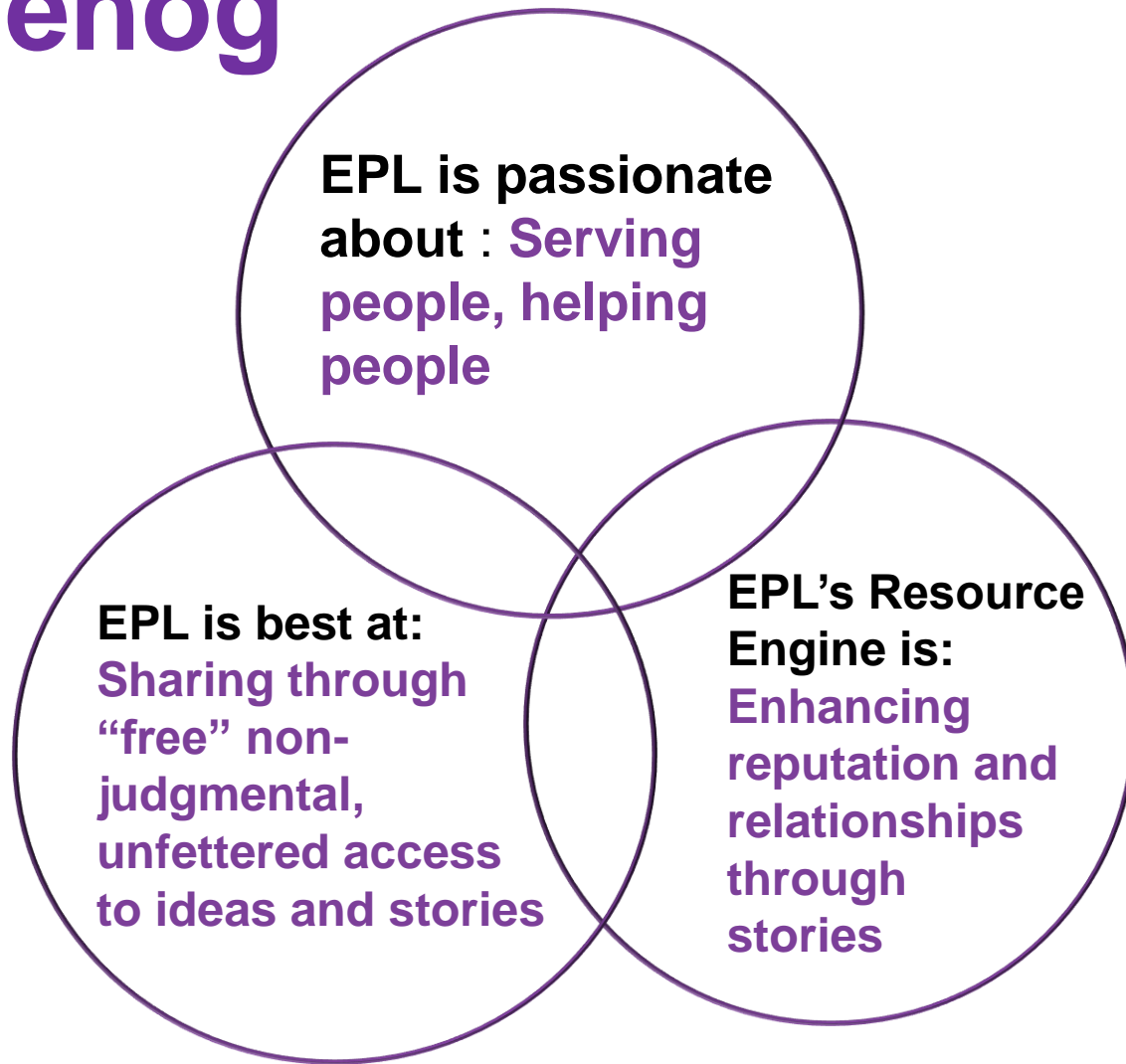




# Setting the Stage



# Hedgehog





# Meetings



# New Structure for Meetings



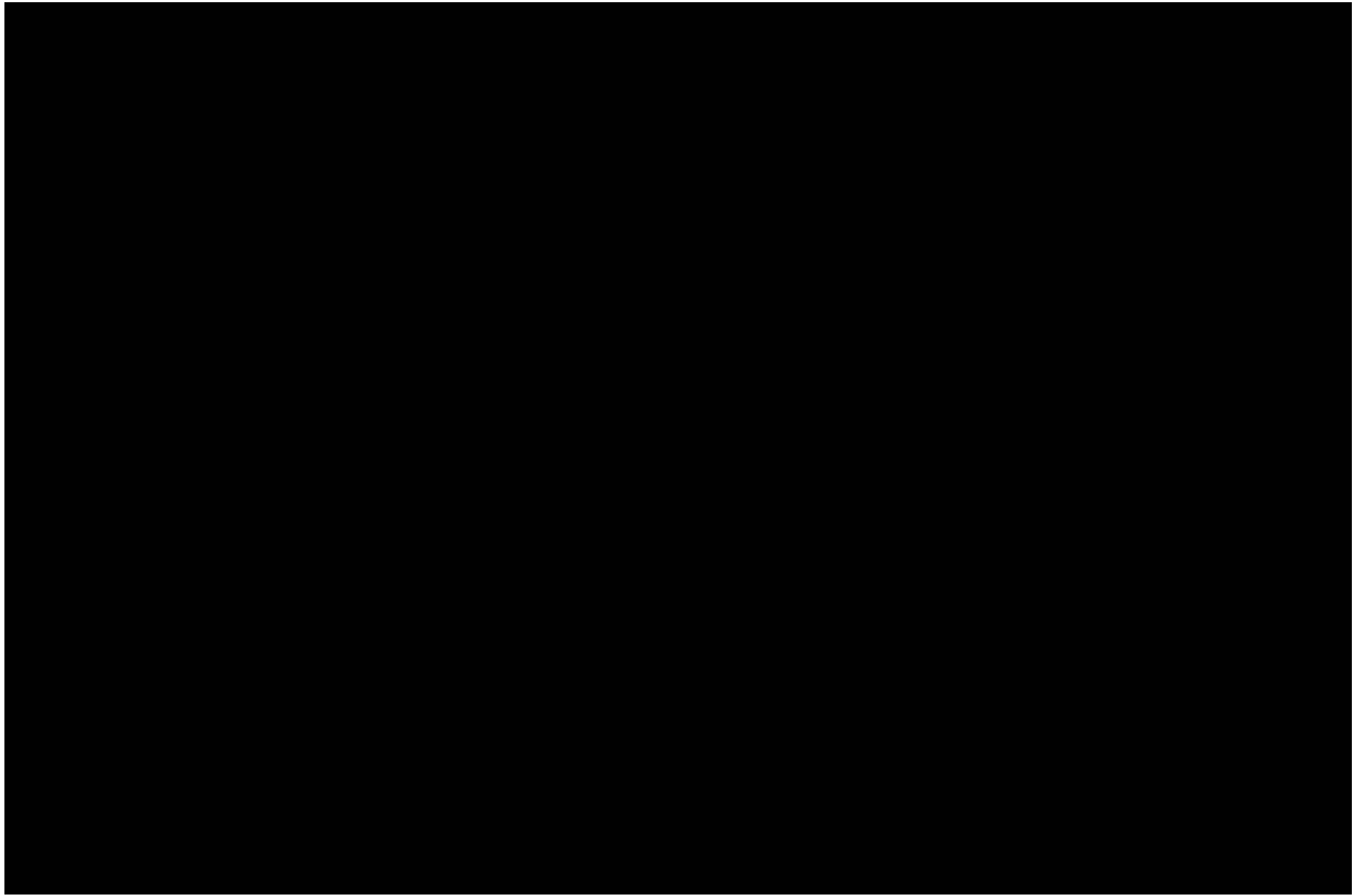
**To Facilitate Engagement and  
More Effective Communication**



# Up to Speed Cafés

- **Informing**
- **Fast-Paced**
- **Humour**
- **Varied**







# Cluster Meetings



# Blue Water Meetings

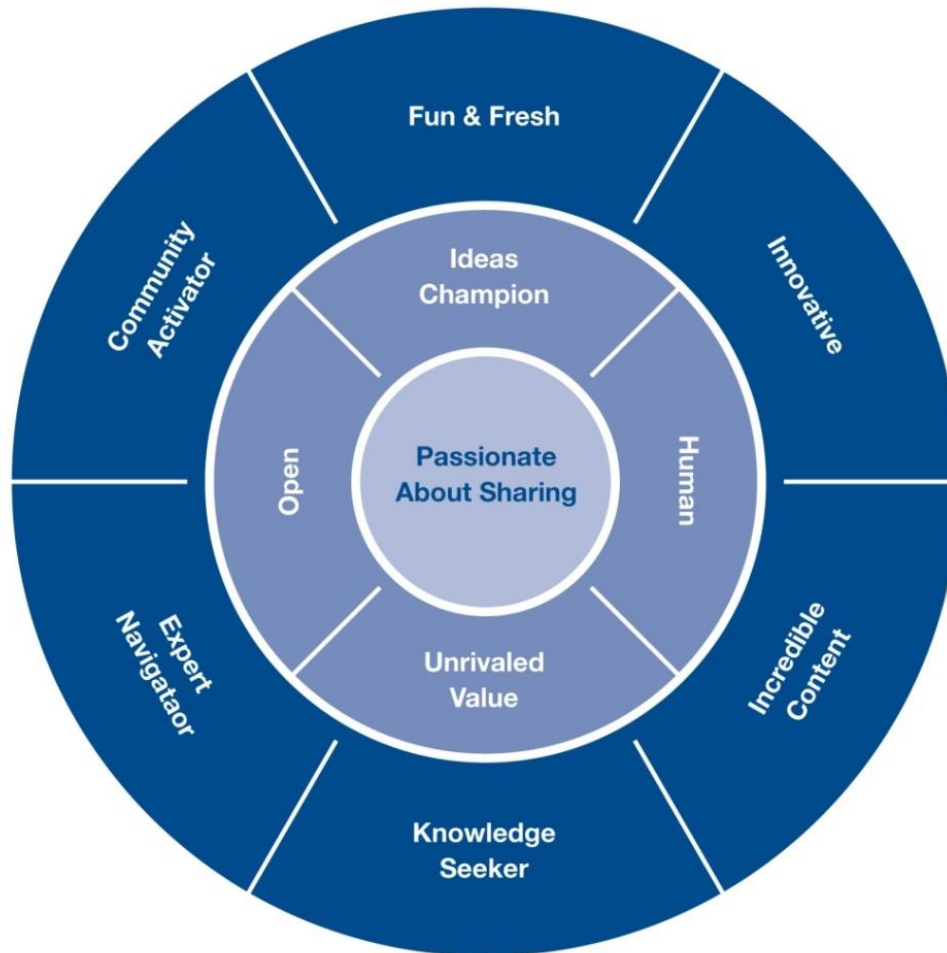


- **Deeper Understanding**
- **Probing, Exploring, Inspiring**

# ONE LIBRARY



# We Are One



**We are one library with one staff and one collection**

# Clear Vision & Focus

## EVOLVE OUR DIGITAL ENVIRONMENT:

OBJECTIVE 1:  
EPL HAS DEFINED AND CREATED A DIGITAL PUBLIC SPACE IN COLLABORATION WITH COMMUNITY AND PARTNERS. DIGITAL ONLINE

## TRANSFORM COMMUNITIES:

OBJECTIVE 1:  
WE CONTRIBUTE TO INCREASED LITERACIES OF ALL TYPES, GROWTH OF LIFE SKILLS AND

### MISSION

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4. Increase in organizational capacity

### STRATEGIC GOALS

TO REALIZE OUR VISION BY 2018 WE WILL:

## JUST GETTING STARTED!

2014 – 2018 EPL Strategic Goals  
2014 – 2016 EPL Business Plan

 **epl** EDMONTON PUBLIC LIBRARY  
Spread the words.



**Find a Way to Say  
YES!**

**Find a Way to Say  
HI!**



# Go Team Go

Imagine,  
Incubate,  
Innovate!



# DATA DRIVEN

# Librarian Interns

## Digital Public Spaces Trend-spotting Report: Vision and Recommendations

Submitted by: Alexandra Carruthers

For: Pam Ryan

Date: November 7, 2013



EDMONTON PUBLIC LIBRARY

## REPORT

THE TOP FIVE BARRIERS TO LIBRARY ACCESS AND  
RECOMMENDATIONS FOR ELIMINATING THOSE BARRIERS

Peter Maguire, Community-Led Intern Librarian  
Laura Winton, Assessment and Research Librarian

2014/03/10

### SUMMARY

EPL connected with underserved communities to identify the Top Five barriers to library access. The EPL Barriers Study identified 11 communities, spoke with 174 representatives of those communities and identified the five barriers that had the greatest impact on their ability to access library services.

#### Barriers were:

**Policies:** People have trouble understanding and navigating our library services.

People are afraid of, cannot always afford, and do not feel like they belong in library spaces for paying fees.

**Location:** People have difficulty getting to the library.

**Awareness:** People do not understand what they can use the library for.

**Skills:** People lack literacy and digital literacy skills.

#### Recommendations:

Implement staff training and orientation programs to ensure all staff know and understand EPL membership, customer conduct, borrowing policies, and that all staff enforce these policies consistently.

EPL's borrowing policies. (COMPLETE)

EPL's membership policies. (COMPLETE)

Implement a yearly system clean-up that would eliminate/forgive outdated late fees. (COMPLETE)

Implement simplification of late fees (included in 2014-2016 Business Plan).

**Spread the words.**

EDMONTON PUBLIC LIBRARY

## REPORT

REPORT

21<sup>st</sup> Century Library Spaces Intern Librarian  
Literacy Librarian

"Seating sweeps" is an observational method intended to document library use. This method was used due to its ability to document library use, and its increased popularity in library spaces research (McKenzie, 2002). In a first, second, and third round of data collection, Intern librarians conducted seating sweeps at 16 EPL locations from July 26 to August 27, 2011: Abbottsfield, Castle Rock, Shelley Milner Children's Library, Strathcona, and Whitecourt, and from October 4 to November 12, 2011: Calder, Riverbend, Sprucewood, and Whitemud Crossing. The fourth round, from October 18, 2012 and included the first and second floor of the new library building which was covered in the first round of sweeps. The purpose of the sweeps was to observe library use and how they might like to use EPL's spaces in the future.

The purpose of the internship is guided by four questions:

1. How do we use EPL's spaces?

2. How do we use EPL's spaces?

3. How do we use EPL's spaces and customer activities?

4. How do we use EPL's spaces to meet the needs of EPL's customers?

The purpose of the internship is to help answer the first of these questions as it relates to library use.

1. How do we use EPL's spaces?

2. How do we use EPL's spaces?

3. How do we use EPL's spaces, frequency, time of day or season, and furniture?

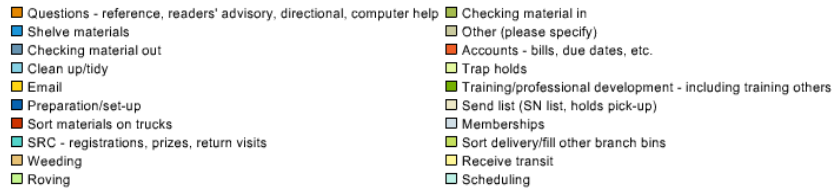
The seating sweeps were chosen based on the interns test seating library spaces during branch staff meetings. Ultimately the findings will help to inform the next component of EPL's Business Plan: "We understand how library spaces are used."



## Data Charts

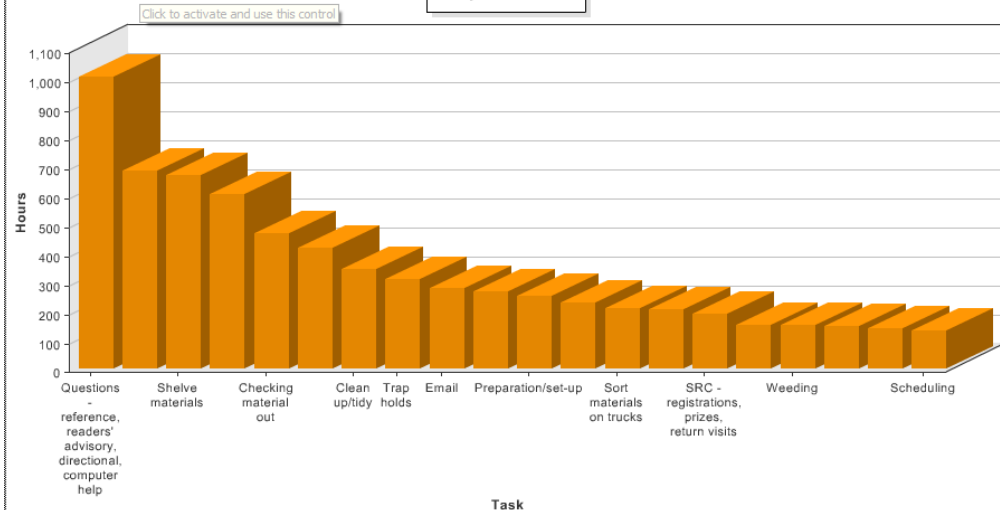
Data views > Data Charts

Top 20 Tasks

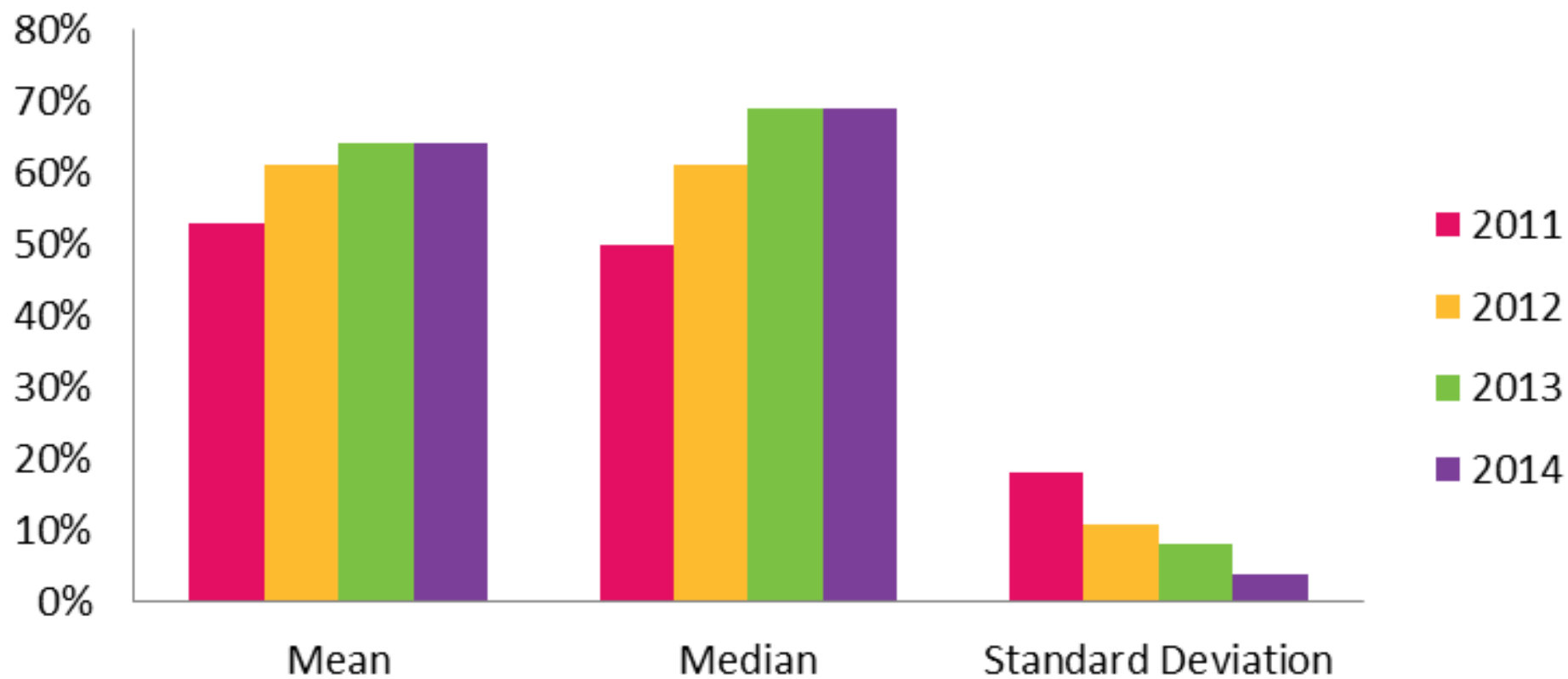


# Activity Assessments

Top 20 Tasks



# Time spent on Community-Led activity



# STAFF DEVELOPMENT AND SUPPORT



# Imagine an organization...

**....full of people who come to work enthusiastically, knowing that they will grow and flourish, and intent on fulfilling the vision and goals of the larger organization. (Peter Senge)**

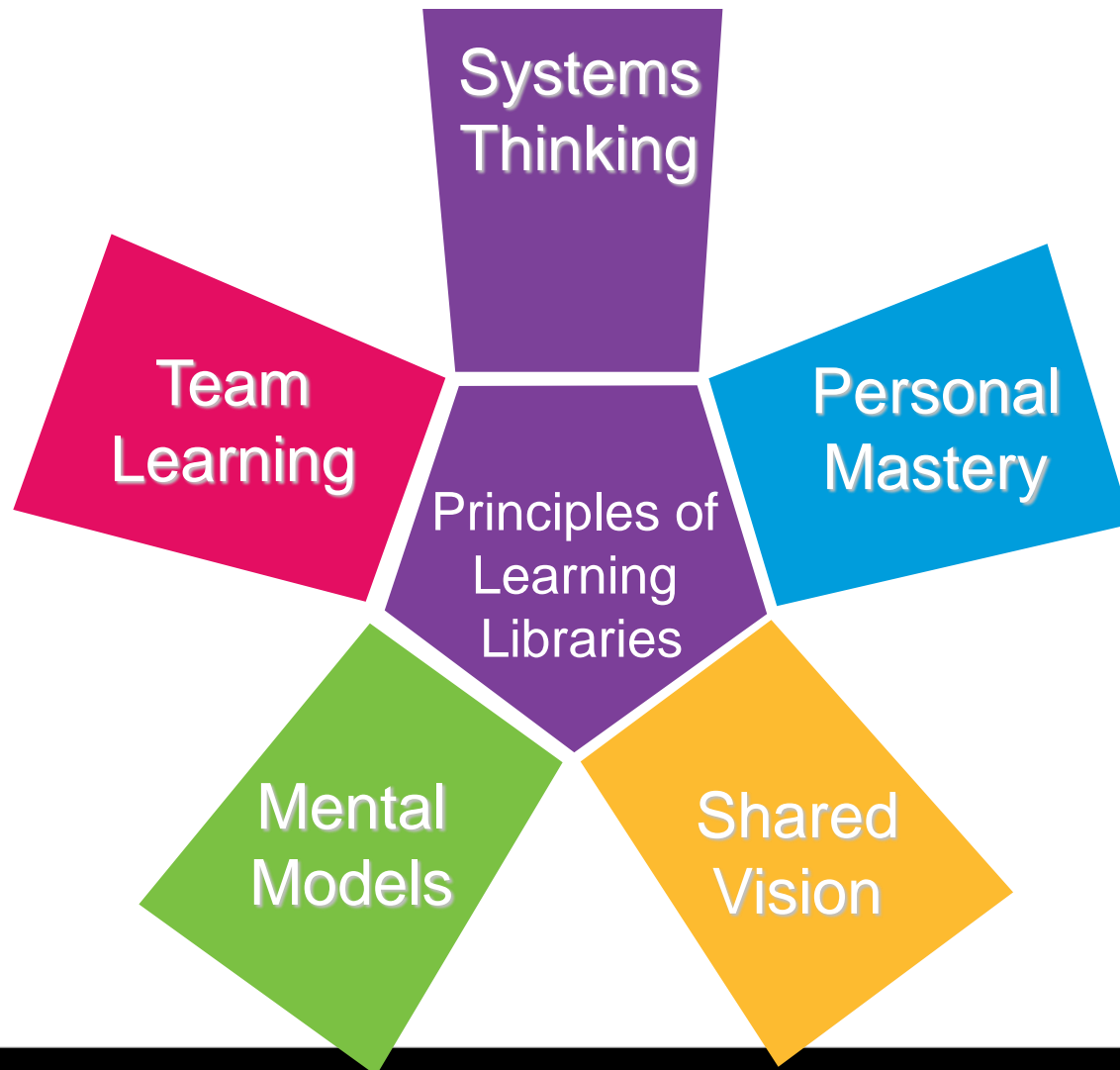
**The Fifth Discipline Fieldbook, Page 198**

# What is a Learning Organization?

**EPL is an organization that is committed to one another's success, to working and learning together to help one another be the best we can be.**



# Disciplines of a Learning Organization





# Setting Priorities as an Organization



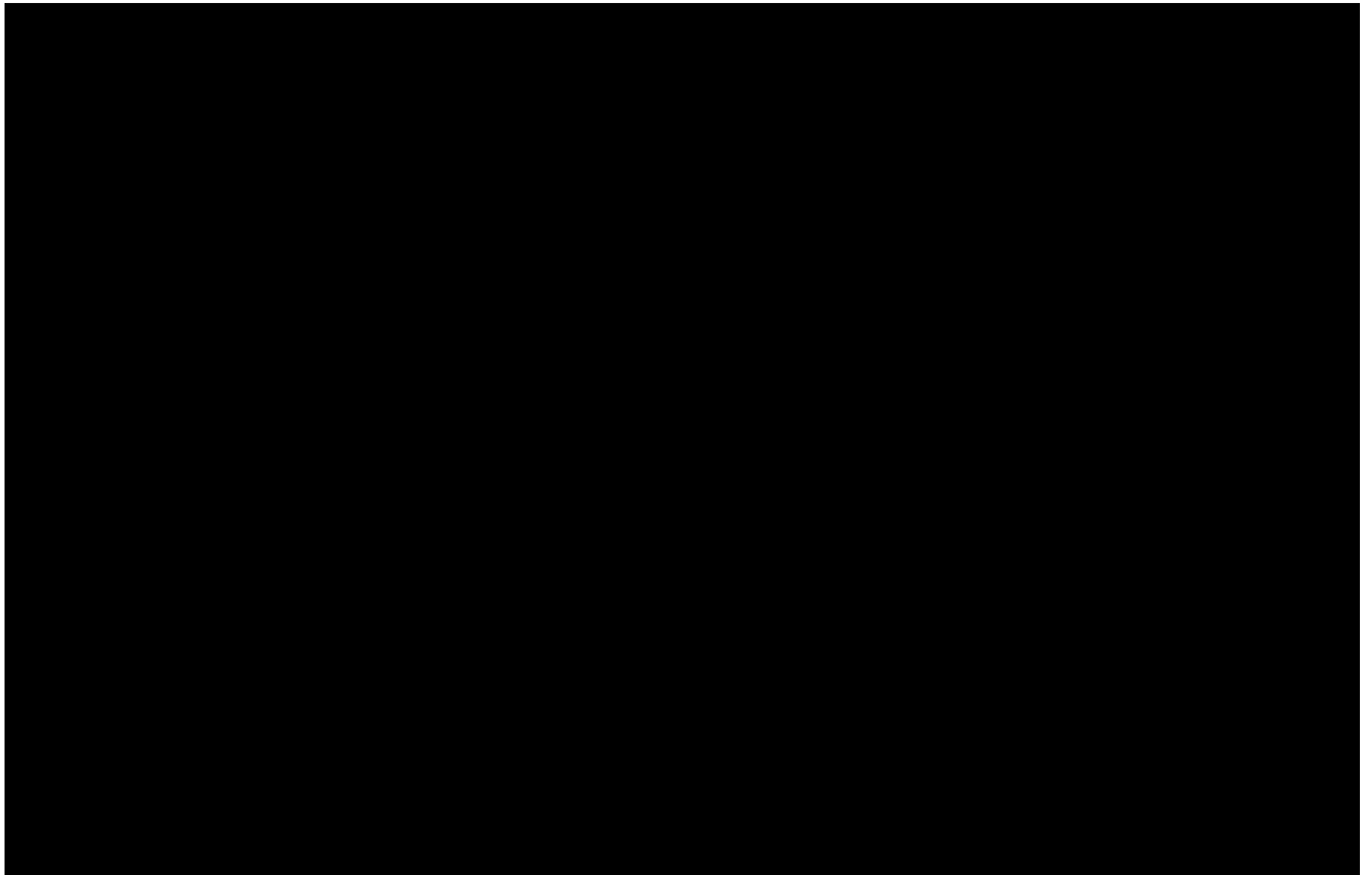
**SEE IT**



**OWN IT**



**FIX IT**







# Crucial Conversations



**Skills for communicating when the stakes are high, opinions vary and emotions run strong.**

# Leaders in Residence



- John Pateman
- Kathleen DeLong
- Ken Haycock
- Ken Roberts
- Lewis Cardinal
- Mark Frauenfelder
- Melody Burton
- Mike Ridley
- Sandra Woitas
- Stephen Abram
- Sue Considine
- Wendy Newman





# Building Community





# Recognition

⚡ YOU ⚡  
ROCK

YOUR WORK  
— MAKES —  
SHAKESPEARE  
LOOK LIKE A  
NOVICE

YOU CAME  
— YOU SAW —  
YOU  
CONQUERED

— YOU ARE —  
PAWSITIVELY  
PURRFECT



Expect  
great things.



Leadership

I radiate  
pure  
awesome.



Spirit

Service  
Super Hero.



Service

We make  
it happen.



Team

Game  
Changer.



Innovation



# INVOLVEMENT = COMMITTMENT

# Involvement in Planning

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Spread the words.





# Unintended Consequences



# What does an inclusive library look like?



# Working Together to Support Socially Vulnerable



# RECAP | Mayors Naheed Nenshi, Don Iveson take questions on CBC radio

CBC News Posted: Apr 16, 2015 11:51 AM MT | Last Updated: Apr 16, 2015 6:59 PM MT



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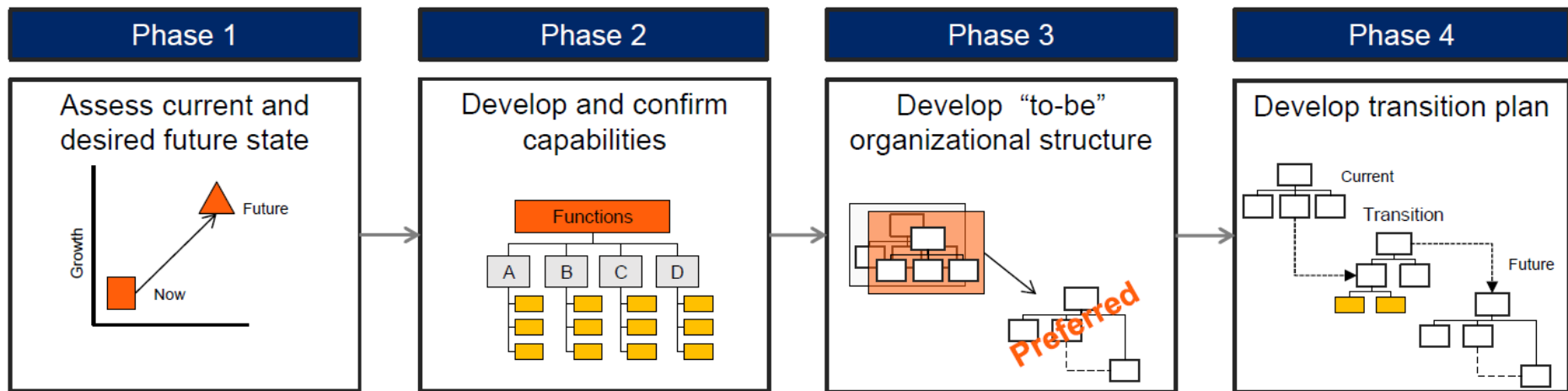
## Queen's MBA

Leverage your strengths  
through one-on-one

■ On no longer allowing the homeless to sleep in the Edmonton Public Library: "The library cannot be the day shelter of last resort. That's just one more download on the city, one more failure to address to some of the deep social challenges."



# Organizational Structure Re-Design



# WHAT WE'VE LEARNED

# Always Room for Improvement

## **Staff Engagement Survey Results:**

- **Safe and Healthy Workplace**
- **Opportunity to Do What I Do Best**
- **Training**
- **Career Advancement**

# Reflective Practice





# No Wallowing Allowed



© Matt Koenig Photography

# Importance of Celebrating







# Questions?

Pam Ryan [pryan@epl.ca](mailto:pryan@epl.ca)

Spread the words.