



METROPOLITAN LIBRARY SYSTEM

Job Description

Job Title:	Chief Operations Officer	Position Code:	1188-43E
Reports To:	Chief Executive Officer	Classification:	Exempt
Division:	Strategic Planning and Services	Date:	04/2023

JOB SUMMARY:

Under the direction of the Chief Executive Officer (CEO), the Chief Operations Officer (COO) has strategic and operational responsibility for the library's Collections, Facilities, Special Collections, and Strategic Planning units. Directs, administers, plans, and coordinates activities related to the library's Collections, Facilities, Special Collections, and Strategic Planning units in accordance with policies, strategic plan(s), and annual plan(s) established by the library's Executive and Advisory Councils and the Metropolitan Library Commission. Responsibilities include the development of tactical and strategic plans, operational strategies and metrics tied to those strategies, and the ongoing development and monitoring of operational service and performance systems. Leads division, cross-departmental, and system-wide teams in the alignment of objectives with system-wide strategic goals. Plans, develops, manages, and assesses strategic projects. Responsible for organizational data collection, analysis, and reporting. Facilitates the implementation of strategic goals and services to enhance and improve library experiences for internal and external guests. This position is a member of both the Executive and the Advisory Council.

ESSENTIAL JOB FUNCTIONS:

- Provides and exemplifies excellent guest service to internal and external guests.
- Facilitates the annual organizational planning process as part of the library's strategic planning and assessment model, including developing manuals, in-service documents, and other planning materials.
- Leads teams in the development of long range strategic and operational plans, services, objectives, and budgets as related to the strategic plan.
- Leads unit in providing excellent service to internal and external guests through the development and implementation of efficient and easily usable policies, procedures, and practices that balance accountability with service.
- Develops and implements strategy for the Collections, Facilities, Special Collections, and Strategic Planning units.
- Plans, develops, manages, and assesses strategic projects.
- Drafts, recommends, and implements policies, procedures and processes related to the Collections, Facilities, Special Collections, and Strategic Planning units and the accomplishment of strategic goals.
- Supervises the preparation of the Collections, Facilities, Special Collections, and Strategic Planning units' annual budget, including executing any comprehensive plan(s) and reviewing financial operations on an ongoing basis.
- Monitors and/or oversees the progress on the routine policy review process and special projects or initiatives related to the Strategic Plan.
- Performs a variety of responsibilities inherent in managing a department, including timely and quality decision making, process management, conflict management, and motivating and developing staff.
- Identifies operational inefficiencies and root causes, identifies solutions, and recommends solutions for improved guest experience and cost reduction within existing service experiences/operations.
- Aligns the Strategic Planning and Services divisions' objectives with the organization.
- Mentors' staff in the Collections, Facilities, Special Collections, and Strategic Planning units, ensuring their professional growth and assisting them in the execution of their duties where necessary.
- Oversees organizational data collection, analysis, and reporting.
- Gathers community input on libraries, collections, facilities, and services; conducts research and analysis for a variety of planning activities.
- Provides expert consultation on the design, development, and implementation of plans and projects related to service distribution, operational and capital planning, advising organizational leaders on the best way to use resources in relation to the geographic needs of the organization.
- Makes regular visits to library locations and engages local staff to assess the quality and utility of the environments, collections, engagement and program services, and their abilities to support evolving libraries.
- Executes short and long-term objectives within the context of the library's strategic and tactical plans.
- Leads division and cross-departmental, and systemwide teams in the alignment of objectives with systemwide strategic goals.
- Coordinates the work of cross-functional teams to successfully implement guest-focused, outcome-based programs and services—codifying the systemwide approach to outcome-based planning and measurement, instilling a culture of learning, and establishing benchmarks for clear and measurable indicators of success.

- Partners with internal guests to uncover operational needs and objectives, identifying areas where service design can add value to help leaders improve their departments through planning, operations, and analysis.
- Provides support and expertise in the development, implementation, collection, and evaluation of assessment activities throughout the library, including guest-centered outcomes.
- Provides data and assists the CEO and Long-Range Planning Committee of the Metropolitan Library Commission in the preparation of the Long-Range Plan and resulting Capital Improvement Program.
- Prepares plans, reports, resolutions, and presentations for the Commission participating in all Commission meetings as required.
- Forecasts operational trends and needs to advise the library's Executive and Advisory Councils and the Commission.
- Conducts analysis and reporting to advise the Executive and Advisory Councils in library operations and planning.
- Participates in systemwide succession planning; identifies top talent and contributes to the recruitment of key Collections, Facilities, Special Collections, and Strategic Planning unit staff.
- Carries out supervisory responsibility in accordance with policies, procedures and applicable laws including scheduling, managing and approving payroll time entries, approving leave requests for direct reports; planning, assigning and directing work; communicating with staff; monitoring and appraising performance; addressing complaints and resolving problems; providing coaching and mentoring for direct reports; and training staff as necessary on basic job functions.
- Participates in the Executive and Advisory Councils and other work groups as established by the CEO.
- Responsible for negotiating the terms of agreements, contracts, and Memorandums of Understanding, collaborative partnerships, and other terms of service related to areas of responsibility.
- Cultivates and maintains relationships with community leaders, organizations, and associations; represents the library at various library, professional and community meetings and functions.
- Works closely with other members of the Executive and Advisory Councils and advises them on strategic planning, strategies, forecasting, and general management issues to align the library's efforts, avoid conflict of interests, and enable the achievement of the library's overall goals and targets.
- Maintains and upgrades professional knowledge, skills, and abilities through reading professional literature, participating in professional associations and maintaining any applicable certifications, and attending seminars, training programs, and local/national meetings/conferences that address issues related to job duties.
- Completes all required and assigned training on time.
- Champions the library's strategic goals and initiatives with the system's mission and core values in mind.
- Works in a manner safe to the individual and other people; follows safety rules and safe working practices; uses safety equipment as required.
- Defends the principles of the Citizen's Bill of Library Rights, the Freedom to Read Statement, the privacy of library guest records and the code of professional ethics.
- Performs other duties as deemed necessary for the smooth performance of the library, or as delegated by the CEO.

FREQUENCY OF TRAVEL REQUIREMENTS:

- Frequent travel to other library locations.
- Occasional travel within the state or nationally for appropriate professional development and networking.

INTERACTION:

- Interaction with all levels of internal and external guests, Metropolitan Library Commission members partners, vendors, and the public.

MATERIAL AND EQUIPMENT USED:

- Computer(s)/Printer(s)
- General Office Equipment

MINIMUM QUALIFICATIONS REQUIRED:

- Master's degree in Library Studies/Information Science from an ALA-accredited college or university; and
- Seven years of professional experience in the strategic operations of a public library including the areas of Collections Management, Facilities and Operations, Special Collections, or Strategic Planning
- Two years of personnel management experience.

Licenses and Certifications:

- None

HIGHLY PREFERRED QUALIFICATIONS AND COMPETENCIES:

- Additional master's degree from an accredited college or university in project management, architecture, public administration, planning, business administration or related field.
- Experience producing strategic plans.
- Future-oriented and capable of articulating vision of possibilities and likelihood of their success. Has broad knowledge and perspective.
- Effectively copes with change, comfortably shifts gears, and manages risk and uncertainty. Decisive and action oriented without having the total picture.
- Knowledgeable about how an organization, especially libraries, works and knows how to get results using both formal and informal channels. Recognizes and understands the culture of an organization. Understands the origin and reasoning behind key policies, practices, and procedures of the organization.
- Ability to relate well and build appropriate rapport and relationships with a variety of people in all levels of the organization, as well as people outside the organization. Uses diplomacy and tact and can diffuse even high-tension situations comfortably.
- Addresses and resolves conflict equitably, seeking common ground and cooperation when possible. Skilled at reading situations quickly and focusing attention to gain understanding of conflict situations.
- Experience working in a library or other educational/knowledge-based or service organization.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Administrative principles and practices, including goal setting and program budget development and implementation.
- Administration and supervision of staff and activities.
- Advanced communication, negotiation, problem-solving, collaboration, and conflict resolution capabilities.
- All computer applications and hardware related to performance of the essential functions of the job.

Skill in:

- Using Microsoft® 365 programs.
- Using survey software for gathering staff and community input.
- Using data visualization software
- Preparing clear and concise reports, correspondence, and other written materials.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Selecting and motivating staff and providing for their training and professional development.

Mental and Physical Abilities:

- Ability to articulate future-oriented vision of possibilities and likelihood of their success, using broad knowledge and perspective.
- Ability to relate well and build appropriate rapport and relationships with a variety of people in all levels of the organization, as well as people outside the organization.
- Ability to align guests' needs with strong program design and implementation, including design thinking, change management, performance measurement, organizational culture, systems theory, and group dynamics.
- Ability to use complex qualitative and quantitative analysis to understand and communicate stakeholder needs, and to design effective solutions.
- Ability to apply strategic planning, program planning and project management, including performing outcome-based planning and evaluation and implementing strategic directions to meet performance outcomes.
- Ability to effectively present in a variety of formal settings - one on one, group, peers, direct reports, etc., command attention and manage group process.
- Ability to communicate effectively about technical ideas and issues with non-technical audiences, orally and in writing.
- Ability to travel to various locations and to access reliable transportation to do so.
- While performing the essential functions of this job the employee is frequently required to move from place to place, speak and hear and lift and/or move up to 25 pounds.
- While performing the essential functions of this job the employee is occasionally required to bend, stoop, crouch, crawl, kneel, and lift and/or move up to 50 pounds.

SUPERVISORY RESPONSIBILITY:

- This position supervises multiple division staff.

WORK ENVIRONMENT:

- Works in a normal office environment where there are little or no physical discomforts associated with changes in weather or discomforts associated with noise, dust, dirt, and the like.
- Schedule will include evening and weekend hours as assigned. The schedule may also vary depending on the needs of the library.
- This position is eligible for Core and Emergency telework.

SUMMARY STATEMENT:

This job description should not be interpreted as all inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this description. Any essential function or requirement of this job will be evaluated as an interactive process, as necessary, should an incumbent or applicant be unable to perform the function or meet the requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodations for the specific disability will be made for the incumbent or applicant so long as accommodation does not create an undue hardship to the System or if doing so causes a direct threat to the individual or others in the workplace and the threat cannot be eliminated by reasonable accommodation.

NOTE: The System reserves the right to amend or change this job description from time to time and/or assign other tasks for the Employee to perform as the System may deem appropriate.