



# TASK FORCE STRUCTURE:

Developing Grassroots Leadership and Idea Sharing

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# Learning Objectives

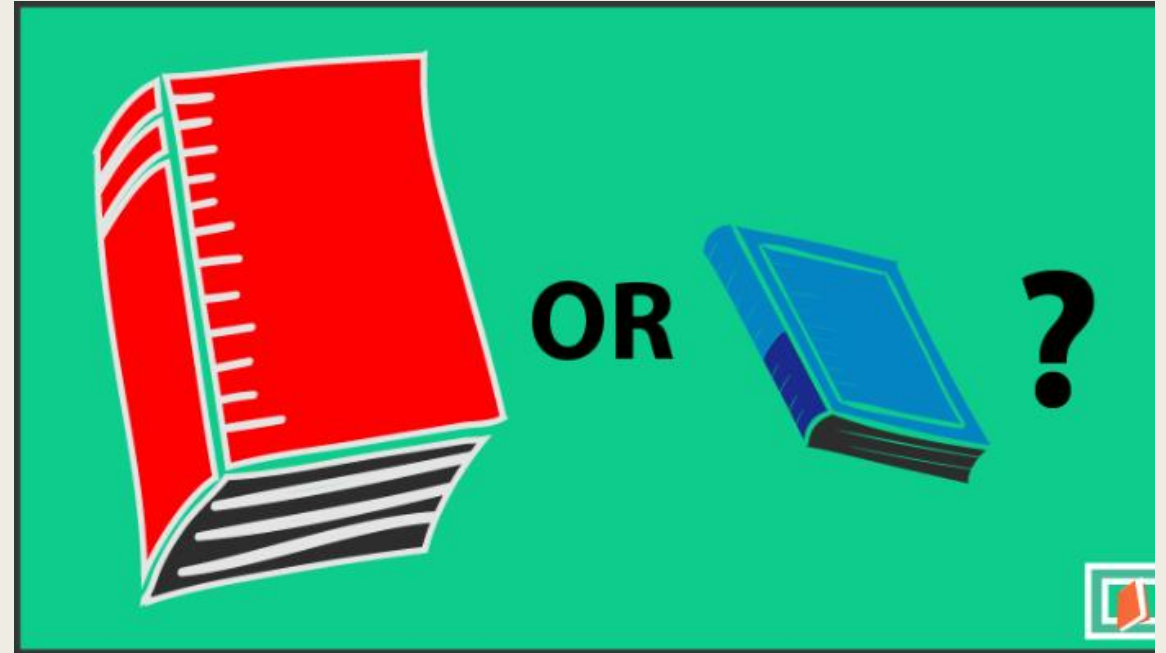
Attendees will learn the benefits of a task force structure

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.



A task force is a group of people from diverse, branches, positions, and points of view that explore new ideas, develop and implement innovative solutions, and advance the Library as a vital community resource.

## 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

MONEY COLLECTED FOR FOOD FOR FINES									
FOOD FOR FINES	**								
BRANCH	ASH	CAS	GUM	LOV	MID	PUR	RUST	STR	Grand Total
Paid		0.10	9.04	0.20		4.00	18.26	0.60	32.20
Waived	632.90	692.40	498.35	182.60	151.00	1715.72	920.93	296.79	5090.69
<b>Grand Total</b>	<b>632.90</b>	<b>692.50</b>	<b>507.39</b>	<b>182.80</b>	<b>151.00</b>	<b>1719.72</b>	<b>939.19</b>	<b>297.39</b>	<b>5122.89</b>

GRAND TOTAL OF MONEY COLLECTED										
WEEKLY TOTAL	**									
BRANCH	ASH	CAS	GUM	LOV	MID	PUR	RUST	STR	ZSIP	Grand Total
Paid	592.13	285.50	440.81	40.60	57.65	329.89	557.94	232.07	3176.65	5713.24
Waived	1002.97	1244.02	539.02	186.20	152.00	1726.12	1163.58	410.91		6424.82
<b>Grand Total</b>	<b>1595.10</b>	<b>1529.52</b>	<b>979.83</b>	<b>226.80</b>	<b>209.65</b>	<b>2056.01</b>	<b>1721.52</b>	<b>642.98</b>	<b>3176.65</b>	<b>12138.06</b>

# Forming

Call for volunteers  
across library system

Develop goal oriented  
charter and objectives

Questions for  
consideration

- 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?

# Storming

Brainstorm and research other institutions

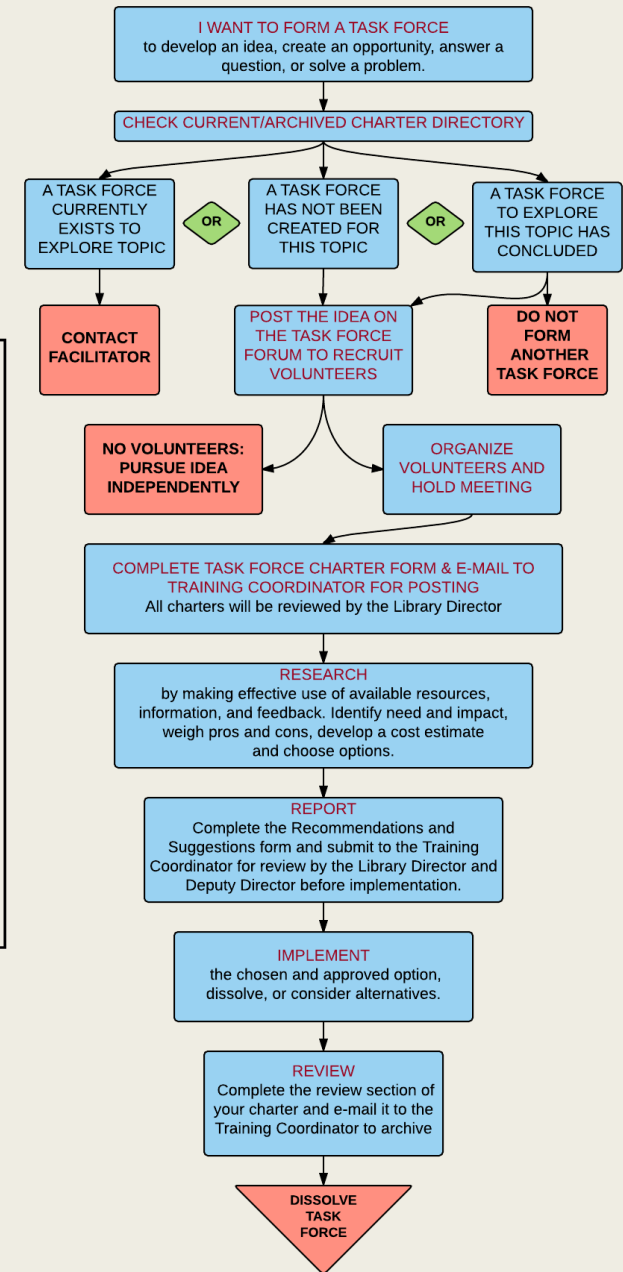
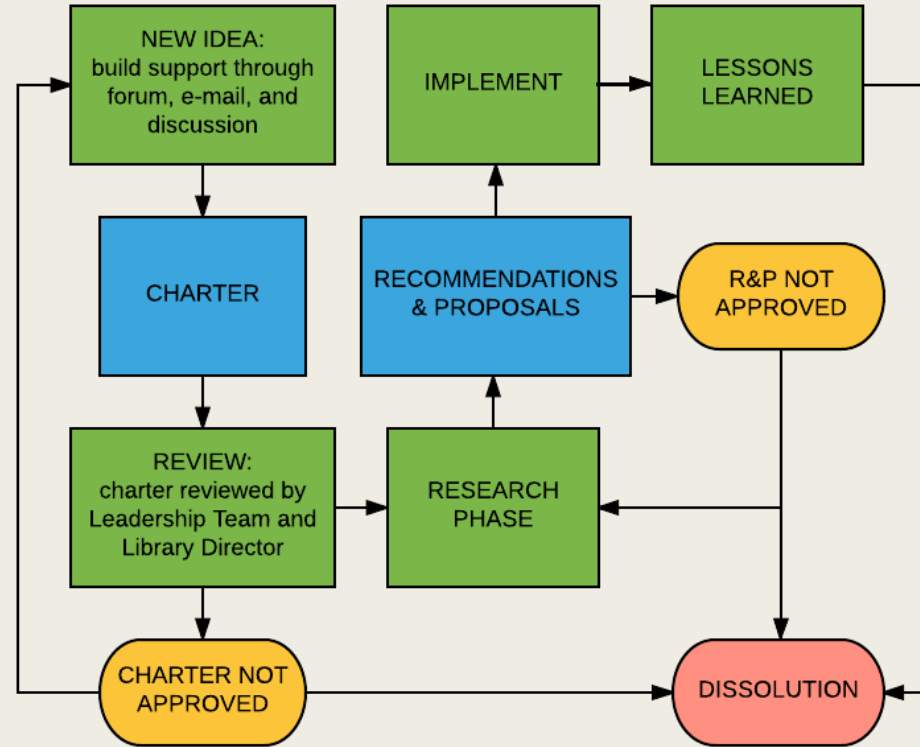
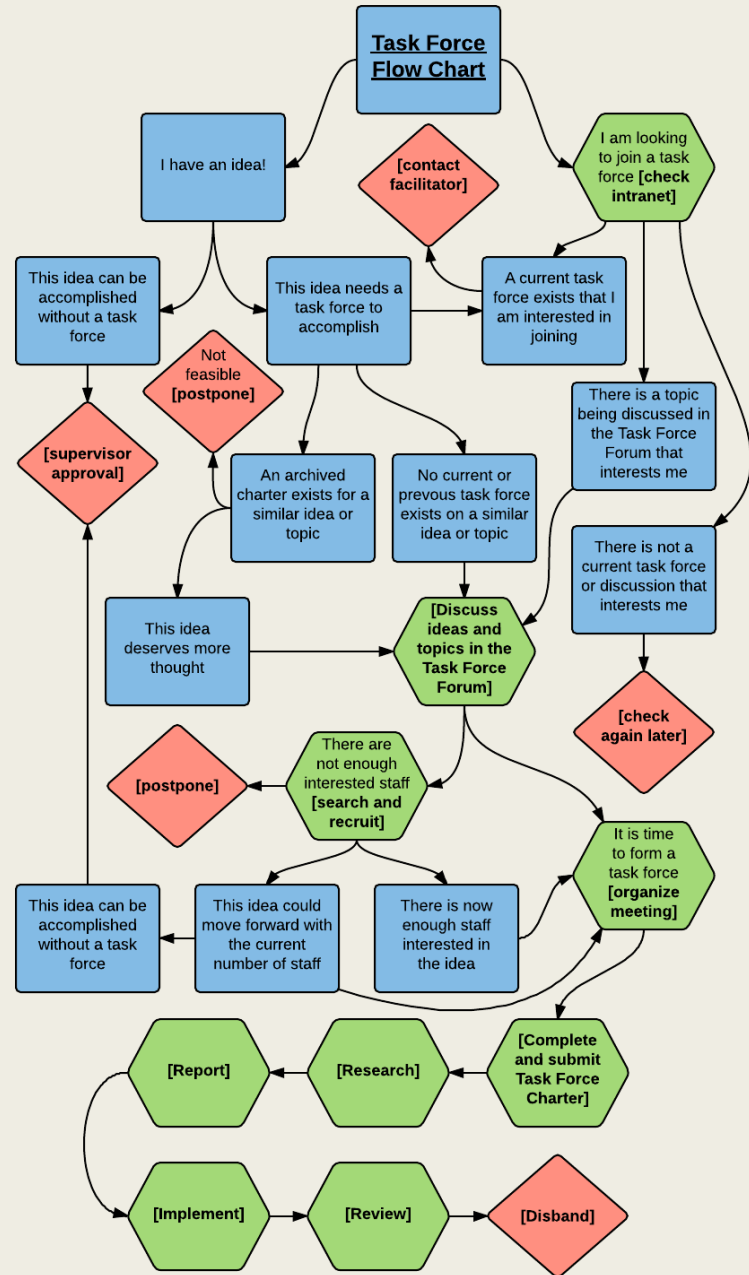
Develop big picture idea of how the structure will look

**How can staff with limited schedules and a variety of work locations participate in the task force structure?**

Work backwards to determine processes and requirements










End each meeting with defined objectives to complete via e-mail

# LCPL Task Force Structure





# Task Force Forum

General Discussion					Create Thread
« Prev <b>1</b> Next »		Select ▾	Search... 		
	Subject	Created By	Replies	Views	Last Post
	<a href="#">1Book Inside Out &amp; Back Again Systemwide Display Theme</a>	Susan VanEpps	1	26	by Peter Allphin Aug 24, 2017 at 9:32am
	<a href="#">Social Media Task Force</a>	Amie	3	56	by Amie Aug 18, 2017 at 4:04pm
	<a href="#">Addiction &amp; Mental Health Programming Task Force</a>	Susan VanEpps	1	47	by denahenchen Aug 15, 2017 at 11:18am
	<a href="#">Safety and Security Task Force</a>	maddy	1	35	by Peter Allphin Aug 9, 2017 at 10:17am
	<a href="#">Read Away Your Fines</a>	lorna	3	95	by Kellie May 9, 2017 at 10:18am
	<a href="#">Color Printing at the Library</a>	rebeccadickason	1	38	by ahasnany May 8, 2017 at 6:57pm
	<a href="#">What Wine Goes with What Book?</a>	anibar	4	155	by Susan VanEpps Mar 20, 2017 at 10:55am
	<a href="#">Picture Book Re-Organization</a>	knvikula	7	191	by knvikula Feb 27, 2017 at 2:09pm

Charter to be completed upon formation of task force. <i>E-mail to the Training Coordinator to receive approval to proceed from the Library Director and Deputy Director.</i>	
<b>Topic:</b>	
<b>Objective:</b> <i>One sentence description of goal</i>	
<b>Mission:</b> <i>Includes vision, projected benefits, background, and any additional justifications for forming</i>	
<b>Facilitator's Name(s):</b>	
<b>Task Force Members</b> <i>Include branch and department</i>	
<b>Duration</b> <i>Include dates for planning, deliverable elements, and any follow-up work.</i>	<b>Start Date:</b>  <b>End Date:</b>
<b>Deliverable:</b> <i>What will be produced as a result of this task force?</i>	

Review to be completed before task force dissolves	
<b>Synopsis of findings:</b> <i>What did your research reveal?</i>	
<b>Results:</b> <i>What was decided?</i>	
<b>Lessons Learned:</b> <i>What would you advise going forward?</i>	

After completing the research phase, the task force must fill out this report. <i>When completed, e-mail the form to the Training Coordinator. It will be reviewed by the Library Director and Deputy Director for approval before implementation.</i>	
<b>Synopsis of Research:</b> <i>A brief summary of what was discovered during the research phase.</i>	
<b>Staff Resources:</b> <i>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?</i>	
<b>Monetary Resources:</b> <i>What is the cost to implement the task force decision? How will the task force seek funding?</i>	
<b>Implementation:</b> <i>How long will it take to implement the task force goal? What are the steps the task force will take to implement their decision?</i>	
<b>Outcome:</b> <i>What is the desired outcome?</i>	

# 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

### Task Force Resources

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.

**Training Coordinator Contact:** jefferson.beavers@loudoun.gov - (703)737-8655

#### Read Me First!

[Link to page](#)

#### Task Force Forum

[Link to page](#)

#### Current Charter Directory

[Link to page](#)

#### Charter Archive

[Link to page](#)

Click below to download the Task Force Charter Form

- [Blank Charter Form](#)

Click below to download the Recommendations and Proposals Form

- [Recommendations and Proposals](#)

# 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

## Charge from Library Director

- Develop a grassroots idea sharing and collaborative platform for staff at all levels
- Place a greater emphasis on learning culture within the organization
- Increase the transparency of decision making process
- Create a structure loose enough to allow for experimentation and piloting new ideas, but tight enough to retain administrative oversight, checks, and balances

## Evolving Mission

- Simplify the process to become seamless for staff participation
- Increased awareness of groups forming and in search of additional members
- Additional training for facilitators in project management
- Bottom-up versus top-down implementation of ideas further distinguished

# Concerns

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

