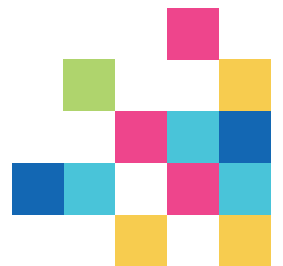




Director, Service Innovation

Opportunity Brief



About Halifax Public Libraries

Halifax Public Libraries engages communities and the people who live in them – encouraging participation, facilitating connections, and providing solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, 2 community offices, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.



People Centric, Purpose Driven

People are at the heart of all we do at Halifax Public Libraries. Every individual in our community wants to thrive and contribute. Supporting this collective growth is why we exist. Today's public libraries represent the possible, our possible is intertwined with the wellbeing and success of everyone.

Reflecting Our Community

Just as the individual community member is at the centre of our vision, every member of our Library team brings life to our vision. Whether we are connecting a customer to a key piece of information or welcoming them to a free program – we know that individual growth becomes community growth. Growth means something different for every person we serve. Each interaction at our Library shapes the next, allowing us to become a living reflection of our community.

A Resource for Everyone

We are actively invested in the lives of our community members. Every time we meet someone – in a local branch, at a community event, online, or by special delivery – we create a positive and uplifting experience. The measure of our Library's success is the degree to which our communities can rely on us as a resource to fuel interest, knowledge, and community potential.

A Launch Point for Growth

Halifax Public Libraries exists to support collective growth in our community. We embrace this opportunity and the responsibility that comes with it with pride. As individuals create, innovate and work with us, a lasting ripple effect is set into motion; a more literate society, social cohesion, informed decision making, improved employment prospects, and greater digital literacy. We encounter brilliant moments and demanding challenges every day. Our possible looks different every day.

Districts



The fourteen branches and two community offices of Halifax Public Libraries are spread across Halifax Regional Municipality and service the varied communities of the municipality. Library branches are grouped into four districts that work collectively to serve the needs of their district. Each district is co-managed by a Service Manager and a Programming and Community Manager.

The districts are:

- CENTRAL DISTRICT**
 - Halifax Central
 - Halifax North Memorial
- BASIN DISTRICT**
 - Alderney Gate
 - Dartmouth North
 - Sackville
 - Bedford

- EASTERN DISTRICT**
 - Woodlawn
 - Cole Harbour
 - Musquodoboit Harbour
 - Sheet Harbour
 - Preston Township Office
 - Musquodoboit Valley Office

- WESTERN DISTRICT**
 - Keshen Goodman
 - Captain William Spry
 - Tantallon
 - J.D. Shatford Memorial

Position Responsibilities

The Director, Service Innovation, is responsible for providing leadership for the ideation and development of exceptional library programming, technology, and services across Halifax Public Libraries' branches, online and in the community. The Director is instrumental in delivering key objectives in HPL's Strategic Plan and serves as an organizational champion, internally and externally, and for upholding intellectual freedom as a foundation of the public library. The Director is committed to bringing an equity focus to the work of the portfolio by seeking to build programming and services that are inclusive, and to understand and break down barriers to participation in library programs, spaces, and services.

An integral member of the Executive Leadership Team, the Director, Service Innovation works closely and collaboratively with all senior leaders, particularly those responsible for Customer Experience, Strategy, and Facilities. Together with the Director, Customer Engagement, The Director of Service Innovation co-chairs the Service Excellence Team charged with driving innovation and establishing goals and objectives that are aligned with the overall vision and direction of Halifax Public Libraries.

Every day the Library, has the opportunity to connect with the community through compelling and impactful programs, experiences, technology and digital content. Working with a skilled team of managers, this position is responsible for providing creative and strategic leadership in the development and delivery of services and programs.

Advice and Counsel

Advises and counsels the Chief Librarian & CEO, and Halifax Regional Library Board on operational, political, and professional matters, which impact service or program development locally or throughout Halifax Regional Municipality.

Engagement

Establishes professional relationships with municipal and provincial committees and professional associations. Advocates and negotiates with municipal officials on library issues to further the library's interests and gain support for library goals and strategic objectives. Advocates for library services, programming, technology and innovation with municipal Councillors and staff.

Builds partnerships and professional relationships within the Halifax Public Libraries, Halifax Regional Municipality, provincial departments, and other agencies and boards (including the Centre for Education and local universities), regional and community organizations, provincial, national and international library colleagues, and the public in the effort to develop outstanding services, programs and community engagement.

Participates in internal/external Library committees and taskforces, as appropriate.

Creates effective relationships with HRM and external partners and agencies for collaboration and knowledge exchange.

Is active in various professional associations and attends professional conferences/activities as appropriate.

Attends meetings of the Halifax Regional Library Board.

Service Delivery

Responsible for ensuring exceptional service delivery in two districts (8 library branches and 2 community offices) as well as technology services, service design and innovation for Halifax Public Libraries.

Ensures the provision of efficient, cost effective and quality library services system-wide by planning and establishing long and short term goals and objectives, developing and implementing effective policies, plans, and performance measures, and directing the programs and services appropriately. The Director ensures library programs, technology offerings, and learning services best meet the needs of stakeholders and the public, and recognize and reflect the diversity of the population to meet the immediate and long range requirements of the community.

Evaluates the quality and cost of programs, offerings and spaces to ensure maximize effectiveness, efficiency, resource allocation and impact.

Conceptualizes new ideas by exploring technological solutions based on the needs of the community and the library, including latest trends in digitization and innovation across the library industry, with a focus on emerging digital capabilities and potential internal and external partnerships.

Leads the creative and development design process for the development of Halifax Public Libraries' programming and community engagement with significant focus on children, youth, adults, newcomers, vulnerable populations, indigenous and African Nova-Scotian communities.

Equity & Inclusion

Engages with and elevates a broad range of community partners through an equity lens. Fosters and maintains positive community relations through active leadership and participation in community organizations. Assesses regional and community needs and advises internal and external stakeholders on strategic issues. Facilitates mechanisms for interacting with community interest groups.

Design Thinking

Leads design thinking at Halifax Public Libraries as a method for continuous improvement, including interviewing, requirements gathering, empathy mapping, brainstorming, storyboarding and feedback loops. Leads the execution of design and innovation projects by inspiring and guiding teams through the research, design and experience process, facilitating collaborative planning sessions, and presentations. Leads post-implementation reviews to identify areas of success and improvement opportunities and create a feedback loop for incorporating lessons learned into future projects.

Project & Change Management

Provides ongoing leadership across the Library system by participating in complex organizational and change management initiatives, applying effective management techniques and performance management processes, developing personnel and encouraging creativity and innovation enabling employees to conceptualize and

advance new concepts and plans.

The Director will assume the role of project leader/ sponsor for major expenditures within their areas of responsibility. The Director will be expected to establish and maintain effective working relationships; collaborative work approaches, and demonstrate a strong commitment to providing efficient, responsive, and innovative service to our employees, contractors, funders and the community.

Human Resources

Facilitates effective labour relations by interpreting and, through direct reports, ensuring compliance with the collective agreement, human resource policies and initiatives, health and safety requirements, listening to and consulting with employees and union representatives so that labour relations are continually enhanced. The Director participates in various labour management initiatives as directed; e.g. collective bargaining team, labour management committee, and job evaluation.

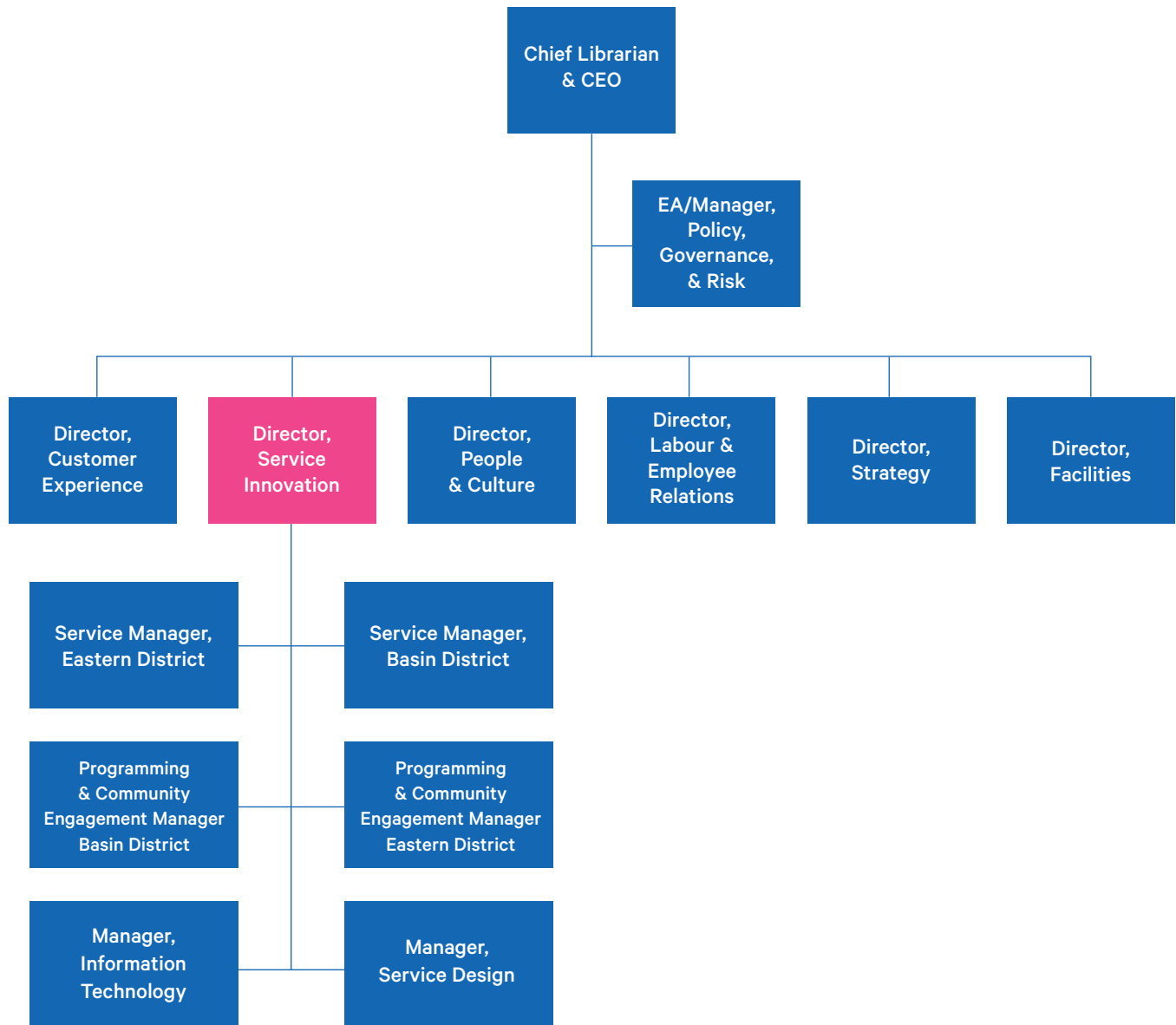
Displays, promotes, and performs work duties in a positive and safe way and displays safety awareness at all times.

Supports and shows leadership by working to health and safety standards, following health and safety policies and procedures and encouraging colleagues to work to the same standards by reporting incidents, hazardous conditions and improvement possibilities.

Financial Accountability

As a member of the Executive Leadership Team, conceptualizes strategies and develops models of accountability for the corporate annual operating and capital budgets. The Director is responsible for the development and monitoring of annual operating, capital and revenue budgets related to their portfolio. The Director conducts ongoing financial planning and management for multi-year activities, and ensures the budgets related to their areas of responsibility are implemented in accordance with the direction and budget plan of Halifax Public Libraries.

Organizational Structure



Education & Experience

The position is suitable for those who have:

- A Master's Degree in Library Science, or another equivalent degree and progressive experience in the service, design, or technology field, or an acceptable combination of education and experience;
- A minimum of 8 – 10 years of demonstrated progressive management experience in service design and business improvement to a broad audience, including in a public sector organization;
- A background in facilitation and idea generation engaging cross-functional teams, working on large-scale projects, resulting in innovative service, organizational or technology improvements, including experience in applying Design Thinking strategically and creatively in the planning and development process and leading in an evidence-based decision-making environment;
- Experience leading high performance teams, coupled with experience evaluating and developing integrated service strategies across complex organizations;
- A strong portfolio of work, demonstrating a knowledge of the latest trends, technologies, and library/consumer behavior, to drive organizational vision;
- Ability to inspire and drive enthusiasm and teamwork;
- Commitment to delivering consistent, high quality customer service and working well with a diverse customer group;
- Ability to utilize well-developed leadership and management skills;
- Knowledge of the principles of human resource management in a unionized environment and demonstrated management skills including the ability to motivate and lead staff toward high performance;
- Ability to work constructively in a collaborative decision-making framework;
- Strong oral and written communication skills, including public speaking and delivering presentations;
- A record of on-going professional development activities leading to a broad and in-depth knowledge of current public service environment practices, trends, standards, and related professional issues;
- An understanding and/or experience in board governance; and
- An appreciation of the importance of intellectual freedom, public libraries, and Halifax Public Libraries specifically, combined with a forward-thinking view.

Candidate Profile

As the ideal candidate, you are a creative individual with a drive to create compelling, impactful, and innovate ways to connect with our community, complemented by a minimum of 8-10 years' experience in successfully developing creative solutions within complex organizations or systems. You are passionate about public service, and the critical role libraries play in serving community, you have a strong understanding of the issues related to providing creative and strategic leadership in development process and creative support in execution, and you excel at enabling leaders across an organization to meet these objectives.

Every day the Library has the opportunity to provide meaningful experiences for members of our community. As the Director, Service Innovation, you drive the Library's Design Thinking in creative development of programs, offerings, technological services and spaces. You embrace change and push for it at the right opportunity. You combine common sense with business sensibility, foresight, and experience and are able to see great potential for the organization and for the Library's role in urban life. You are a champion of intellectual freedom and deeply understand the Library's role in provision of public access to a broad range of perspectives and the Library's role in democracy.

You are politically astute, creative, and can quickly partner with senior colleagues internal to Halifax Public Libraries across the municipality and with community organizations to lead strategically. Confident and self-assured in your approach to work, you are also able to accept and value the opinions and ideas of others. You are truly a team player and adapt quickly.

Innovative and apprised of latest trends in community, service, technology and libraries, you view tactical problems or initiatives from a broad perspective and emphasize solutions that support strategic objectives. Adept at Design Thinking, you inspire others to generate new ideas/solutions that can be successfully implemented, and you challenge and push the organization to constantly improve and grow. You identify long-term, future goals for Halifax Public Libraries and our community, and you champion your ideas to successful implementation.

You are an inclusive leader who isn't afraid to challenge entrenched attitudes and practices, nor are you afraid to display humility by acknowledging your personal limitations and seeking contributions from others to overcome them. You understand that personal and organizational biases narrow your field of vision and you work to identify your own biases and learn ways to prevent them from influencing your decisions.

With an excellent understanding of the importance of public institutions and the library's role in democracy, you can effectively apply your knowledge to the issues faced in this organization. You challenge yourself and the organization to set high expectations for our work and exert the personal effort and hard work to achieve results.

You have valuable knowledge or experience sharing in a coaching role and demonstrate a sincere interest in the development and success of others, both within your team and across Halifax Public Libraries. You regularly provide staff and fellow leaders with helpful guidance and advice. You have had experience developing and monitoring budgets and have managed teams in a unionized environment. An understanding and experience in Board governance is an asset.

You have valuable knowledge and experience that you share in a coaching role. You demonstrate a sincere interest in the development and success of others, both within your team and across Halifax Public Libraries. You regularly provide staff and fellow leaders with helpful guidance and advice. You care deeply about the wellbeing of library staff.

You have had experience developing and monitoring budgets and have managed teams in a unionized environment. An understanding and experience in Board governance is an asset.

Core & Leadership Competencies

Core competencies: Serving with care, respect diversity, welcome and value inclusion, learning and growth mindset, communication and resilience.

Leadership competencies: Strategic thinking, resource management, leading and developing others, and accountability.



Salary and Hours of Work

This is a full time position based in Dartmouth, NS. The starting salary range is \$114,365-\$133,791

A Flex Benefits Plan including medical, dental and vision, defined benefit pension plan, generous sick and vacation leave, professional development opportunities, purchased leave, Employee and Family Assistance Program, discounted wellness programs are part of the total compensation plan.

Full time hours of work may include evenings and weekends. Regular travel to and between branches and communities is required.

The Halifax Public Libraries Board is an equal opportunity employer, supporting and in compliance with the principles established by the Nova Scotia Human Rights Act, the Canadian Charter of Rights and Freedoms, and other relevant legislation. Recruitment and selection of employees is conducted in accordance with these principles.

The Halifax Public Libraries Board is committed to providing a work environment which encourages mutual respect, recognizes diversity and preserves personal dignity.