Vancouver Public Library

MANAGEMENT REPORT

Date: June 21, 2016

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Meeting Date: July 27, 2016

TO: Library Board

FROM: Diana Guinn, Director, Neighbourhood and Youth Services

SUBJECT: BRANCH STAFFING MODEL REVIEW REPORT

SUMMARY

This report presents Western Management Consultants (WMC) final report from their review of VPL's Branch Staffing Model, which was undertaken by from November 2015 – May 2016.

PURPOSE

This report is for information.

RECOMMENDATION

That the Board receive this report for information.

BOARD POLICY

There is no applicable Board policy.

STRATEGIC IMPLICATIONS

The Branch Staffing Model Review is the latest in a series of operational reviews that the Library has undertaken since 2012 to adapt/change its various service models to respond to societal and public service changes and/or pressures, including: rapid technological development and broad-

based societal adoption of technology; increased sophistication of the digital community and economy; increasingly divergent expectations for in-person and digital services; changes in the publishing industry; pressures on and competition from allied sectors and institutions; significant demographic change; and global economic instability.

CHIEF LIBRARIANS COMMENTS

As can be expected when a review occurs after decades of generally the same staffing model, the Consultants have recommended a number of significant changes to VPL's branch staffing approach, many of which are completely new considerations for VPL. Senior management's commitment to the independent review process was to not interfere with the Consultants recommendations, even if they would be controversial or potentially negatively received by management and/or staff. At this point, discussions with the Consultant have been focussed on clarifying the intent of the recommendations and ensuring recommendations are supported by sufficient evidence and consideration. Because of the understandable high level of interest the staff and Union have in the results of the review and management's commitment to openness, we committed to releasing the report before having had a chance to fully consider and discuss the recommendations. As a result, there will be a period of time before decisions regarding branch operations will be made and announced. Decisions as to which aspects of the review will be implemented are anticipated by the end of September 2016.

BACKGROUND

Regular reviews of services and operations are critical activities to ensure that an organization's processes, approaches, and resource allocations continue to best serve the organization's mission and mandate. A review can identify potential service delivery improvements, can be used to improve efficiency and effectiveness, and can assist in ensuring financial sustainability. Each of these interests is important to VPL as the Library continues to adapt and evolve services to meet changing community characteristics and needs, evolving technology platforms, and changing patron use.

Reviews at VPL

Since 2012, VPL has engaged in a series of operational and service reviews to ensure that services are being delivered in the most efficient manner possible. Operational reviews primarily focussed on how a service is delivered and/or how staff effort and resources are aligned and organized to offer the services. Strategic reviews focus on what services should be delivered and to which communities. Operational reviews are the purview of management and are received by the Board for information. Any strategic recommendations arising during a review are presented to the Board for decision. The reviews are as follows:

- Management Review (operational);
- Children's and Teen Services Review (strategic and operational);
- Collections and Technical Services Review (operational);
- Information Services Review (operational);
- Programming Review (operational); and
- Outreach Services Review (strategic and operational).

In each case, the reviews considered approaches for organizing staff effort to achieve service goals to ensure a good quality of public service and efficiency in process, ideally finding opportunities to reallocate staff attention to support Board priorities. In the case of each review, staffing models were realigned to greater or lesser extents. When realigning staff effort, management considers options to achieve outcomes in a manner that has the least impact on employees. Any skills gaps have been addressed through training and development.

Branch Staffing Model Review

Vancouver Public Library's 20 branch libraries play an important role as neighbourhood hubs, by offering accessible resources and programs in a variety of languages and formats as well as access to computers and wireless Internet, and bookable meeting rooms. Their locations in neighbourhoods across Vancouver ensure access to the library services and opportunities to connect with other community members for every Vancouver resident and contribute to the vitality and liveability of Vancouver neighbourhoods. Library staff in the branches conscientiously plan and deliver their services with the goal of remaining responsive to their communities and consistently demonstrate their commitment to providing excellent library services. They increasingly connect with the community outside of library branches and actively seek to be inclusive of the diversity of Vancouver's population. Approximately 196 full time equivalents (FTE) are employed in VPL branches through a staffing structure that has remained largely unchanged for over 16 years.

Circulation of physical materials in branches decreased in 2015 by 6.12% compared with 2014, this follows after a number of years of decreasing physical circulation. At the same time, in response to the community engagement for the 2012-2015 Strategic Plan, programming (adult and children's) increased by 8.9%. Further, work in branches has been impacted by the Children and Teen Services Review, the Outreach Services Review, and the Information Services Review. Given the significant changes in use of library services, emerging roles for branch staff resulting from various system-wide service reviews, and the many broader societal changes already noted, taking a moment to step back and undertake an objective review of the branch staffing model is prudent and timely, and provides an opportunity to ensure that the library's staff effort is organized in the most effective and efficient way possible, allowing the library to truly optimize

the strength of its dedicated staff to provide fulsome public services and to continue to provide interesting and rewarding work opportunities.

Western Management Consultants (WMC or "Consultants") was engaged in the fall of 2015 to begin the review. A Steering Committee consisting of the Director of Neighbourhood & Youth Services, Director of Planning and Projects, Director of Human Resources, Senior Manager Services for Children and Teens, and Manager, Neighbourhood Service (Northwest) and Manager, Neighbourhood Services (Southwest), was formed to work with the consultants. The contract identified that the work was to be completed by February 2016; however, owing to the breadth of investigation, complex data analysis, time required to summarize findings and prepare recommendations, the project exceeded the original time frame.

DISCUSSION

VPL directed the consultants to work under the following parameters:

- The new model or models would be created on the premise of what is required to operate the branches and allow neighbourhood-based services, without a requirement to follow preceding or existing staffing models.
- The new model may include jobs or positions not currently in place.
- The intent is to consider staffing models up to and including the branch head position (the most senior leadership position in the collective bargaining unit at the branch supervisory level).
- The model(s) must be developed keeping the existing Children's & Teen Services neighbourhood service model intact.
- The Central Library is not included in the staffing model review.

Review activities considered what positions comprise a branch staffing complement, the duties and activities performed by staff, the service use data, and feedback from staff about their work and activities. As well, VPL was interested in understanding how other similar organizations structured their branch staffing. Specifically, activities included:

- Developing a focus group/stakeholder consultation framework in collaboration with the VPL steering committee. Consultations with staff took place from December 2015 – January 2016 and later in March WMC visited several branches to observe branch operations first hand.
- Undertaking in-depth surveys with branch staff across the system.
- Undertaking a review of staffing models from other large peer urban public libraries and other organizations that run large branch-based systems, such as Vancouver Board of Parks and Recreation and the YMCA.

- Undertaking additional research to inform recommendations.
- Analyzing data received from the steering committee and from staff consultations, review and research.

The Consultants reported to the Steering Committee throughout the review and report-writing process. The purpose of this reporting was to ensure the project was on track, recommendations were clear and supported by evidence, and that the final report was clear and understandable. The Steering Committee did not seek to change findings or recommendations.

WMC presented their final report to the Steering Committee at the end of June 2016.

Findings

The Consultants note that the current branch staffing model meets day-to-day patron requirements and that staff demonstrate commitment and dedication to the patrons and to the Library. However, they also noted that the current staffing model and approaches to assigning effort are not flexible enough to meet the evolving needs of Vancouver's diverse communities and the resulting changes in library services. They also identified what they see as deficiencies in the tools and centralized services available to support branch operations.

Attached to this cover memo is the final report from WMC's review of the current Branch Staffing Model.

Report Sharing

Management committed to sharing the final report with staff as soon as it was completed, even before decisions would be made regarding which recommendations to implement. While staff will have many questions about the intentions of management regarding the recommendations and the lack of immediate decisions may cause some concern for staff, management decided to prioritize openness with staff over immediate certainty as to which recommendations will be implemented.

The report was shared with CUPE 391 and staff in the second week of July 2016. The report was accompanied by a covering memo that provided context and a Frequently Asked Questions document. The report release was followed by visits to all branches by Directors and Managers, to answer questions about the report and to clarify that the recommendations will be reviewed to determine which will be implemented.

As with any major review, staff will have many questions about the findings, including a strong interest in knowing what will be implemented, and reactions will be mixed. In terms of moving

forward, there will be continued communication with staff and the Union. Implementation planning will seek to minimize disruption and will progress in as transparent a manner as possible. Decisions will be based on evidence and data with the goal to improve the patron experience at branches and to improve the library's capacity to support emerging service priorities.

Impacts on Staff

As with all significant changes implemented at VPL, we will consider options to achieve outcomes in a manner that has the least impact on employees. As with the previous reviews, management will also share information with the Union and work with the Union to try to address concerns as reasonably possible.

NEXT STEPS

Management will consider the recommendations with a goal to have decisions made by the end of September 2016. Implementation planning will occur over the fall of 2016, with implementation of approved recommendations beginning in early 2017.

Staff will be involved in the implementation of any approved recommendations, to be determined later in the Fall. Communication and planning will follow the same approach used for implementing the Management Reorganization in 2012.

FINANCIAL IMPLICATIONS

Operational impacts of the recommendations must be cost neutral to VPL, but it is hoped that some effort may be reassigned to support Board strategic priorities. Depending on the scope and range of recommendations approved, VPL might second a manager to serve as project manager for the implementation as we did for previous reviews.

FINAL REMARKS

Given the many changes in library service use and changing service delivery approaches, the Branch Staffing Model review comes at an opportune time. Recent changes resulting from the Children's and Teen Services review, the 2012-2015 Strategic Plan, the Information Services Review, and the Outreach Services Review have all impacted to some extent the work of staff in branches. Stepping back to take a holistic look at the branch staffing model ensures that the library is not missing any opportunities to improve service, capacity, or outcomes as it continues to evolve services in response to an evolving community.

Vancouver Public Library

Branch Staffing Model Review

D. Ian Bruce & Catherine Angus

July 2016

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TABLE OF CONTENTS

1   Executive Summary

The Vancouver Public Library (VPL) engaged WMC in the fall of 2015 to conduct a review of their staffing model for branches.   This review comprised extensive consultations with VPL Directors, managers and staff, research from peer libraries and non-library organizations, mapping sessions with Branch Heads and Supervisors, analysis of findings and the preparation/presentation of this study report.   Total number of staff consulted exceeded 150.

The Vancouver Public Library Branch Staffing Model consists of the reporting structure, positions, responsibilities, staff complements and scheduling components and practices.   The model is designed to achieve VPL service delivery objectives and operates with support of VPL Centrally Based services, such as IT, facilities maintenance, and Human Resources.   Branch staff deliver a wide array of services, both in and outside of the branch, to a diverse patron mix.

The VPL branch staffing model is successful in meeting the current day to day patron requirements and delivering the planned services.   Across VPL, branch teams show commitment and dedication to the organization and to patron service.

However, the current staffing model is not flexible enough to respond to the evolving library landscape and frequently struggles to address daily exceptions such as absences or incidents.   Branch leaders continue to review and refine operations to meet evolving service requirements.

Peer Libraries surveyed face the same challenges as VPL and are working continuously to design and focus their institutions to meet their projected needs.   None of them find this straightforward, nor has any other library surveyed reported discovering the optimal model.   All libraries surveyed identify the major effort of guiding their organizations through significant change as a challenging yet critical priority.

Recommendations are identified to enhance strategic focus, increase staffing flexibility, and to streamline processes for efficiency in order to minimize non value added activities.

SUMMARY OF RECOMMENDATIONS:

Organization Structure & Reporting

- Have Branch Heads oversee two branches.
- Extend the Supervisor responsibilities to cover operational oversight for all (non-Librarian) staff in the Branch.

Positions / Responsibility / Skills

- Change the Branch Head Job Description "requirement" for an MLIS degree to an "optional or preferred" qualification and add a requirement for business credentials (e.g. Business Administration) or equivalent experience.
- Reclassify the "Shelver" position in favour of an entry level role.
- Consider collapsing the Library Assistant and Library Technician position into one consolidated position.
- Reset the current reporting requirements and employee expectations to work in a specific branch or branches to a more flexible workplace in which employees expect assignments across multiple branches, either system-wide, or within a particular geographic region.
- Review the requirements and staffing alternatives for technical support for patrons.

Staff Complements and Scheduling

- Reduce the number of individuals filling part-time positions in a branch through consolidation of hours.
- Exercise flexibility in scheduling as determined by management.
- Rebuild schedules and staffing to fully integrate evenings, Saturday and Sunday into all branch staff schedules and the assigned classifications.
- Redesign the staff replacement process to function efficiently.
- Implement a minimized opening protocol based on current practice at TSN and MPL.
- Reassess the compressed week impact on public service capacity and operational efficiency.

Administration and Centrally Based Services

- Review and redesign administrative process and systems such as scheduling to optimize branch efficiency
- Review and upgrade Maintenance and IT (Systems) and other Centrally Based Services to better serve Branch requirements.   Establish and meet Service Level Agreements (SLA).

Other

- Review Community Engagement processes and activities to optimize effort and to enable branches to deliver on organizational goals.

2 Background

2.1 Branch Staffing Model Review

2.1.1 Terms of Reference

In the fall of 2015, Vancouver Public Library (VPL) engaged WMC to conduct a **Staffing Model Review** for Vancouver Public Library's branch libraries. The scope of services was as follows:

- Developing a focus group/stakeholder consultation framework in collaboration with VPL steering committee.
- Undertaking a survey of staffing models from other large urban public libraries and other relevant organizations.
- Undertaking any other necessary research to inform recommendations.
- Analyzing data received from the steering committee and from consultations, reviewing and researching.
- Preparing a new staffing model or models (with recommendations for the 20 community branch locations.
- Preparing a written final report which will include a review of the survey, proposed staffing model(s), rationale for recommendations and comparison of current staffing model to proposed model, including budget projections.
- Providing expert advice throughout the project.

2.1.2 Branch Staffing Model Review Process

Over a period of three months, WMC carried out the following activities to gather information and perspectives across VPL:

1. Individual or team Interviews with:
   - The Chief Librarian;
   - Library Directors (4) and Library Managers (12)
2. A detailed questionnaire for Branch Heads and Supervisors.
3. Following the questionnaire, four group sessions were held with Branch Heads and Supervisors from across all branches.
4. Mapping sessions for selected branches, including representatives of each position (Librarians, Library Technician, Library Assistant, Shelver, and Supervisor) to understand overall workflow and interfaces. Branches selected included:
   - Joe Fortes
   - Firehall
   - Dunbar
   - Renfrew
   - Britannia
   - Mount Pleasant
5. Three half- day branch visits to observe operations at Mount Pleasant, Kitsilano and Kensington branches.
6. Consultation with Canadian, US libraries and other organizations

2.1.3 Reporting Notes

NB: For the purposes of this paper, we have used the following terms:

- Leadership – The Director of Neighbourhood and Youth Services and the four Neighbourhood Service Managers.
- VPL Directors – Other VPL Directors.

- Branch Leadership (Branch Heads, Supervisors)
- Branch Teams (Branch Heads, Supervisors and staff).

The following sections describing VPL are supplemented with what we call **Observations**. We have supplemented our own observations with those gathered from interviewees or survey respondents to provide salient insights for consideration by VPL. All observations are provided in the spirit of both positive recognition and constructive criticism for the prosperity of the VPL, its staff and patrons. Many, but not all, contribute to our recommendations. They should be read as potential opportunities for ongoing improvement.

2.2   VPL Organization

Funded chiefly by the City of Vancouver, Vancouver Public Library has been dedicated to meeting the lifelong learning, reading and information needs of Vancouver residents for more than 100 years. VPL's Mission is a free place for everyone to discover, create and share ideas and information. VPL has almost 7 million visits per year with patrons borrowing nearly 9.4 million items, including: books, eBooks, CDs, DVDs and magazines. Across 21 locations and online, VPL serves nearly 258,000 active members and is the third-largest public library system in Canada.

VPL is governed by a Board of Trustees comprised of 10 citizens and three elected representatives from city council, the Vancouver Park Board and the Vancouver School Board.

Branches are located across the city as noted below:

1)	Accessible Services (out of scope)	12)	Kensington Branch
2)	Britannia Branch	13)	Kerrisdale Branch
3)	Carnegie Branch	14)	Kitsilano Branch
4)	Central Library (out of scope)	15)	Marpole Branch
5)	Champlain Heights Branch	16)	Mount Pleasant Branch
6)	Collingwood Branch	17)	Oakridge Branch
7)	Dunbar Branch	18)	Renfrew Branch
8)	Firehall Branch	19)	South Hill Branch
9)	Fraserview Branch	20)	Strathcona Branch
10)	Hastings Branch	21)	Terry Salman Branch
11)	Joe Fortes Branch	22)	West Point Grey Branch

Accessible Services and the Central branch, included in the above map, are out of scope for this review

The chart below outlines the full organizational chart for VPL and where the branches fall.
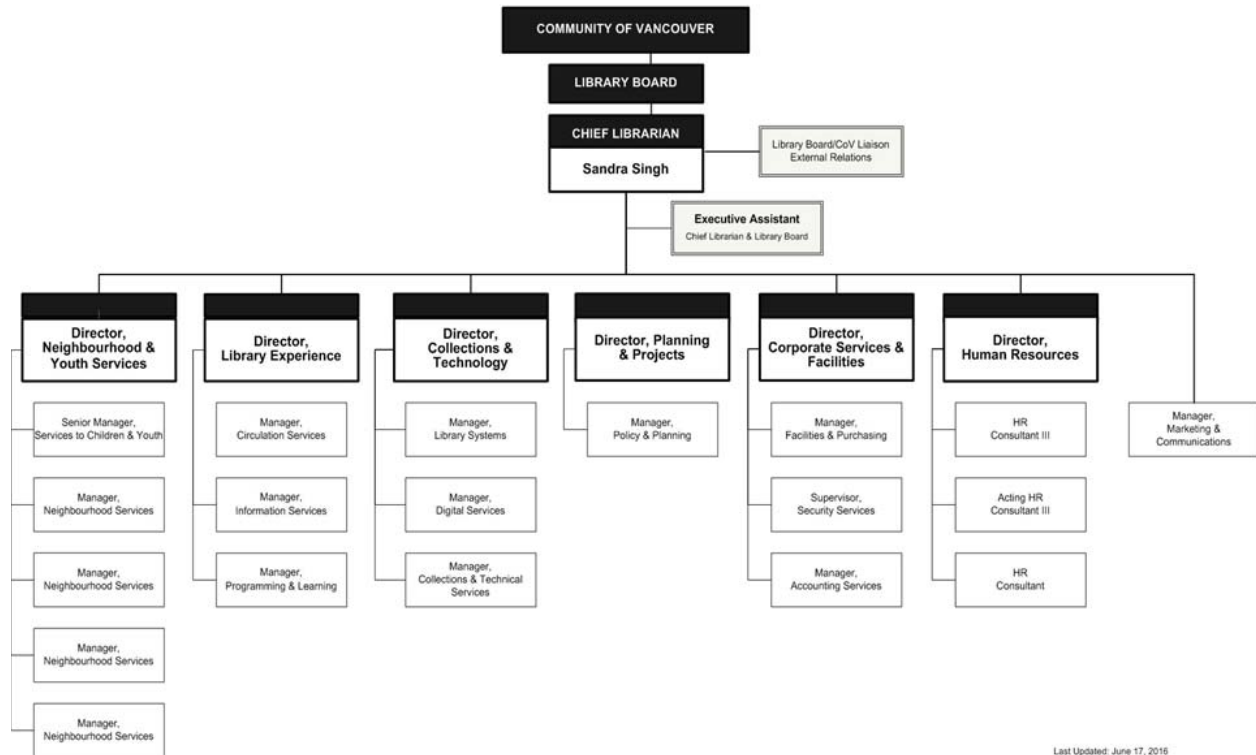
For 2015, VPL branches had over 190 Full-Time Equivalents located in branches as follows:
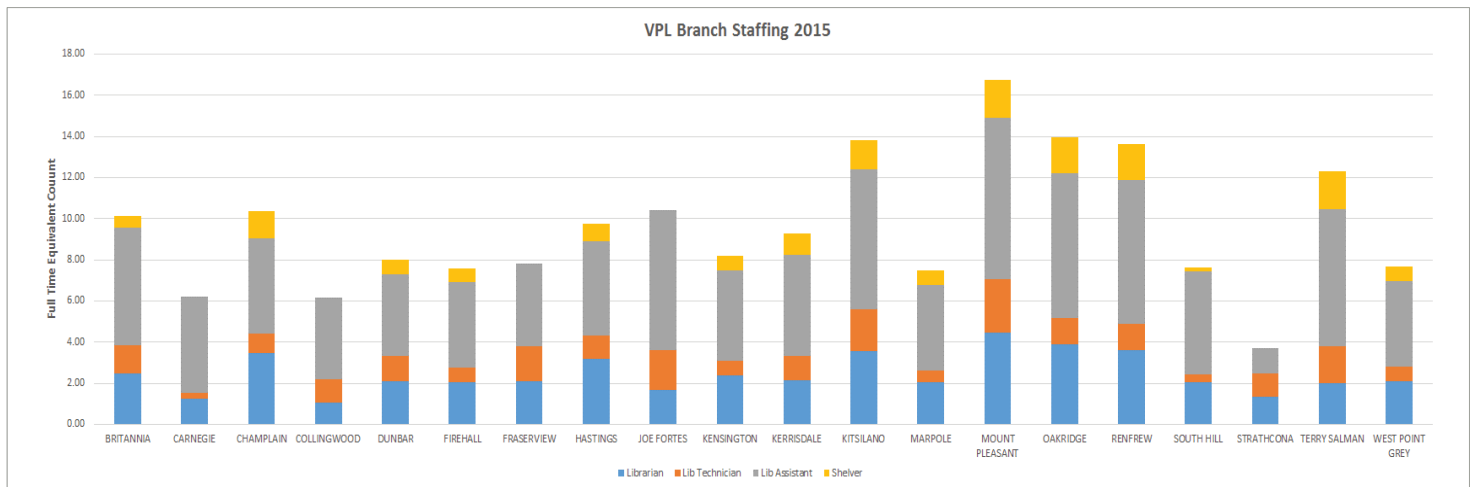
2.3   Study Note and Exclusions

In parallel with this initiative, in February 2016, VPL commenced a new strategic planning exercise. Branch staffing should be aligned with library service delivery goals and refined in light of the plan's objectives: i.e., prior to implementation of any of the suggestions in this study, VPL should review them in the light of the new Strategic Plan.

VPL conducted the following comprehensive reviews, several of which impacted VPL service delivery models:

- Management Review – (2011-2012)
- Information Services Review Central – (2012)
- Information Services Review in branches – (2013 – 2015)
- Children's and Teen Services review – (2012)
- Technical Services Review – (2012)
- Digital Services Strategy – (2013-2015)
- Programming – adult – (2013)
- Outreach Services Review (Accessible Services) – (2014)
- Circulation Services Reorganization at Central – (2013)

The reviews identified strengths, gaps and potential efficiencies, in some cases, the reviews resulted in changes to staff organization services delivery. At the time of this study, the reviews were fairly new and, in some cases, still in the process of implementation. WMC has recognized the work of these reviews and have provided recommendations that complement those initiatives.

2.4   Libraries Today

Libraries today face significant challenges and opportunities:

- Ensuring equitable access to ideas and information remains the heart of a public library.
- Determining and focusing on services for patrons and communities including providing services patrons value most while addressing gaps and meeting emerging or unrealized needs (e.g. the Inspiration Lab at the Central Library);
- Responding to the significant changes and shifts in demographics and diversity in our communities;
- Ensuring the community (in particular, funders or partners) understand the unique role and contributions libraries are positioned to make with collections, cultural gatherings and in bridging the digital divide; and
- Embracing workplace changes, such as automation (e.g. Self Service Check-out), while developing new skills and competencies relevant to current and emerging service requirements.

2.5   Ongoing Fiscal Pressures and Accountability

VPL is accountable for the effective and efficient use of public resources (human, financial and material). As with most public sector organizations today, resources are at a premium and stakeholders expect efficient and effective use of the resources provided.

2.6   Collective Agreement

Branch Leadership including the Neighbourhood Service Managers and Director, Neighbourhood & Youth Services, belong to the exempt group at VPL. VPL branch unionized positions, including the Branch Head, responsibilities are specified within the collective agreement between the Employer (VPL) and CUPE 391. Job descriptions for all branch positions are in place.

3 Service Requirements

VPL branches deliver a variety of services to their communities and patrons both inside and outside of the buildings. Services are generally common across branches with some local innovations (e.g., seed libraries, game collections, and unique programming). Branches vary in size, physical facilities (workstations, seats, and meeting rooms) and in the patron mix, which is a reflection of the local communities they serve.

3.1 VPL Vision and Priorities

The vision of the Vancouver Public Library is "an informed, engaged and connected city".

The 2013- 2015 Strategic Plan has the following priorities:

- Inspire and support a community of learning;
- Connect people with each other and our city;
- Provide engaging spaces to create and share our stories, and
- Nurture a strong organization.

Foundational Elements for VPL are:

- Diverse and accessible collections and programs;
- Skilled and resilient staff who meet changing community needs with confidence;
- Comprehensive network of physical and virtual branches, and
- Current and adaptable technology for our staff and community.

Vancouver Public Library's 21 locations (Central Library and 20 branch libraries) play an important role throughout Vancouver's neighbourhoods by offering accessible collections and programs in a variety of languages and formats, as well as access to computers, wireless Internet and bookable meeting rooms. The branches' local programming, collections, and partnerships are developed to reflect the tremendous diversity of the city.

Observations

- VPL Leadership is well informed and has a sound understanding of the challenges and opportunities facing the sector. VPL is proactive in continuous improvement, not afraid to try new approaches or techniques that will either succeed or provide valuable lessons.
- Branch Heads, Supervisors and staff understand and speak to the goals and objectives of Vancouver Public Library, working day-to-day to align their efforts accordingly.
- Significant effort is made by Leadership and Branch Heads to communicate regularly to their staff.

3.1.1 Services

Branches provide the following services:

- Circulating Collections (e.g. books, magazines, games, music))
- Member support
- Programming for all ages
- Information Services
- Access to Internet and computers
- Ad hoc computer support
- Digital Literacy and Computer Training
- Personal device support

As well, branch staff participate in a wide range of community engagement activities, such as participating in partner round tables, developing joint programming or services, and general outreach.

Observations

- Branch Leadership and Branch Teams understand the broad service portfolio and demonstrate commitment and enthusiasm in delivering services for the public.
- Branch Teams report that engaging patrons (Customer Service) can take time, patience, and skills, and they often need to account for diverse patron needs.
- Some Branch Teams report that balancing time spent inside the branch with community engagement outside the branch is difficult.
- VPL and other library systems collect volumes of data regarding branch activities. This data takes staff considerable effort and primarily measures activities, and business levels as opposed to outcomes.
- VPL Leadership is working to build capacity to develop evaluation approaches that focus on understanding the outcomes.

3.1.2   Service Trends

Overall, VPL metrics, noted below, demonstrate important trends to be considered (Singh, 2016):

- Physical circulation continues to decrease;
- Usage of electronic collections (e.g., eBooks, e-audio, streaming film, e-magazines, e-newspapers) continue to increase;
- Traditional reference research database use continues to decrease;
- Reference questions stabilized in 2015, but need continued attention given the dramatic changes in recent years;
- Internet and Wi-Fi use continues to increase; and
- Programming is more popular than ever, but is still a modest part of overall usage.

2015 BRANCHES YEARLY STATISTICS

	2013	2014	2015	Difference between 2014-2015	Percent difference 2014-2015%
Circulation (note 1)	7,174,699	6,765,397	6,347,862	-417,535	-6.2%
Foot Traffic	4,915,552	4,871,932	4,856,340	-15,592	-0.3%
Reference Questions	508,424	504,507	454,380	-50,127	-9.9%
Adult Programs	650	1,596	1,511	-85	-5.33%
Adult Attendance	12,692	34,402	30,725	-3,677	-10.7%
Children's Programs	4,532	4,528	5,149	621	13.7%
Children's Attendance	146,680	142,517	168,687	26,170	18.4%
Teen Programs	185	382	422	40	10.5%
Teen Attendance	2,084	4,002	5,505	1,503	37.6%
Total Programs	5,367	6,506	7,083	577	8.9%
Total Attendance	161,456	180,921	204,940	24,019	13.3%
Internet Sessions	760,614	753,020	741,886	-11,134	-1.5%
Internet Minutes	22,567,220	22,301,231	22,214,670	-86,561	-0.4%
Wireless Accesses (note2)	598,340	1,054,030	See note	See note	9%

Note 1. Collection use includes physical circulation and does not include renewals

Note 2 VPL changed the Wi-Fi equipment in Q3/Q4 2015, resulting in a change in how data is collected. As a result, the actual change in use is not represented by 2015 statistics. Using session counts for Q1 and Q2 2015, the estimated increase in Wi-Fi sessions is 9%.

3.1.3   Collection

VPL Collections in 2015 included 2,098,316 physical items. Books represent 79% of the collection, with multimedia (DVDs and CDs) representing 11% and magazines and journals representing 9%.

Branch staff work collaboratively with the central Collections and Technical services team to renew and maintain their collections. Branch Heads, Librarians and Library Technicians monitor collections, and work with centralized material selectors to tailor what is in the branch to meet local requirements. Branch staff are responsible for the set up, refreshing and maintenance displays to showcase collections, often based on seasons or themes.

Observations

- Branch staff see the collection as a core service that is valued and used by many patrons.
- Some Branch Teams express concerns that changes in staffing for collections have resulted in collection

maintenance that is sub-par. Some Branch Heads believe there is insufficient time to maintain collections and consider maintenance as key to promoting and encouraging their use.

🔸 The Collections and Technical Services Manager identified opportunities to increase marketing and promotion in branches and the potential for additional accountability for Branch Heads with regard to collections.

🔸 Branch Teams build or enhance language collections based on available space, and seek to utilise staff who speak different languages. Branches have expressed many ideas for developing new language programs.

3.1.4   Circulation

The Library Assistants perform the duties listed below (back up is provided by other staff such as Library Technicians, Supervisors or Librarians from time to time):

🔸 Patron registration
🔸 Check-ins
🔸 Check-outs
🔸 Holds
🔸 Processing Requests
🔸 Shelf Reading

Branches have self-service check out stations which account for a range of 72 – 80% of items being checked out. The bulk of circulation activities are carried out by Library Assistants. Shelving is primarily performed by Shelvers and Library Assistants.

The Central Library, Mount Pleasant, and Terry Salman branches have automated equipment to receive, check-in and sort materials.

Circulation activity revolves around the circulation desk. Six branches have consolidated their service desk to incorporate both circulation and information services.

The delivery of material from Central is an important workload event for branches. Delivery follows a regular schedule. In a large branch, fully processing this material can take a few hours of effort per day. This involves having outbound material prepared and processing the inbound materials. Some materials, such as holds, are considered time-sensitive.

Branches that are centrally located, on busy transit routes, or within shopping malls and community centres get a larger volume of materials returned.

Observations

🔸 VPL Branch Teams exemplify the best of a small business culture where individuals all contribute to get the job done. In branches, even though most of the circulation tasks are done by Library Assistants and Shelvers, occasionally, Library Technicians, Supervisors, Branch Heads and Librarians assist with circulation activities.

🔸 Branches that have a consolidated service desk (e.g. Mount Pleasant) observe more position overlap between Information staff and Library Assistants. Previously, patrons would separate Information requests and circulation transactions by going to the assigned desk and, therefore, the specific VPL staff position.

🔸 Branches schedule specific activities and staffing to match VPL Delivery schedule which is outside of their

control and, in some cases, outside of their standard public opening hours.

- Branches with the automated materials handling equipment (Terry Salman and Mount Pleasant) benefit from a workload reduction for check ins.[1] However, staff reported that from time to time machines require manual intervention for maintenance, troubleshooting and exception handling activities.

3.1.5 Programs

Branches carry out a wide variety of programming for patrons of all ages, within the branch and outside in the community. Children and Teen Services are responsible for overseeing and coordinating programs for children and teens and staffing is positioned across the organization in a neighbourhood basis to support delivery. Branch Heads and Librarians carry out the planning, scheduling and delivery of programs supported and actively assisted by branch staff.

Observations

- Library Technicians are capable of an increasing role in program delivery.
- As noted above, the absolute number of programs is relatively low. Branches average between .3 to 2.3 programs (CTS and Adult) per day with a median of 1.2.
- Branch Heads report that the staffing levels dictate the amount of programming.
- Programming outside of the branch requires additional travel time, and often more complex logistics.
- Branch Leadership see opportunities for Library Assistants to play increased roles in areas such as programming.

3.1.6 Information Services

Beginning at the Central Library in 2013, VPL implemented a new Information Services model to respond to changing demands and library-use patterns and to more effectively serve patrons. The principles of the model were subsequently introduced in branches in 2013/2014 and has fundamentally changed the way information requests are gathered and responded to by branch staff.

VPL has defined Information Services in three broad categories in the following chart. Staff respond to a reference question as follows, based on knowledge and expertise and in line with job classifications.

Category	Shelver	Library Assistant	Library Technician	Librarian
Directional Question	✓	✓	✓	✓
Specific Item		✓	✓	✓
Complex Reference			✓	✓

Observations

- The Information Services model is a work in progress with adoption varying across the branches.
- A recent review of the Information Services Model indicates that the Information Services model in branches has been successful in its goal of positioning Library Assistant IIs as the first point of contact for the patrons. LA IIs are answering 21% more Directional and 11% more Specific Item questions now than they were in 2012. According to branch staff, this has freed some Information staff to focus on Community

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[1] Note that all surveyed libraries retained staff from savings to redeploy to other services as was done in VPL

Engagement and more meaningful patron interactions.

- While staff handle the new approach well, the model requires staff to refer some patron questions based on complexity to others. Ideally, in a one-stop/one-patron service model this would not occur.

3.1.7 Community Engagement

VPL believes that meaningful and relevant local service planning and delivery are best achieved through collaboration and shared decision making with local community members. Sincere collaboration requires library staff to be open and accessible to all community members.

To do this, library staff strives to engage community members, both library users and non-users, in spaces where the community members feel most comfortable.

VPL staff work to:

- Involve community members in discussions about their unique assets and specific needs, and how the library can support them.
- Include information on community engagement strategies in all project proposals.
- Budget sufficient funds, time, and staff for community engagement in service planning activities.
- Share decision making, outcomes, and evaluation with community members using effective and meaningful approaches.
- Document and report on how community members were involved in service decisions.

Branch Heads identify organizations and individuals within their community that the library can partner with to broaden its reach and to connect with individuals who might not know of the service offerings or might not be able to access the library. VPL has developed a toolkit and training programs for staff to use and refer to when developing their community engagement approaches.

Observations

- Branch Heads and staff have embraced the benefits that community engagement brings and the opportunity they, individually, have to participate in such activities.
- The staff survey indicates that the community engagement initiative stretches the core competencies of library staff in non-traditional ways. It calls upon interpersonal skills for relationship building that some may have but others find more difficult.
- Some Branches are more challenged with the requirement to deliver services off-site and, in parallel, to be physically in the branch. For 2015, the average of branch programs off-site was 23%, although ranging from a low of 7% to a high of 65%.

3.1.8 Information Technology Support

Branches have widely varying numbers of patron workstations depending on space and layout. Patron use varies across branches, but some sites are very busy and others less so. Branch staff provide the following services:

- Education and patron assistance accessing VPL information resources.
- Assistance with VPL computers:
  1. Using computer workstations on-site, including general web support and support on VPL provided software
  2. Printing and scanning
  3. Connecting their own devices to VPL Wi-Fi.
  4. WIFI and Internet connectivity

Library Assistants provide the first level of support, usually related to signing on or basic access to computers or

Wi-Fi. Library Technicians and Librarians are the main support for technology questions and problem resolution.

Observations

- In branches with a large number of patron workstations, there is a significant and growing technology service and support requirement. The demand on staff time varies considerably with the patron mix. Some patrons need extra support and hence time from staff to deal with technological issues.
- Some Branch staff find it difficult to maintain competencies on both hardware and software in supporting VPL equipment and in connecting client devices to VPL services. Recently installed printers with scanners are an example of a device that can take extra time to operate successfully.
- Technical problems can require considerable time to diagnose and resolve, tying up staff attention.

3.2   Operational Hours, Security and Physical Plant

3.2.1   Operational Hours

All of VPL Branch libraries are now open Tuesday through Sundays and half of the Branches are now open on Mondays (see chart below).   Staff hours that were saved through the implementation of RFID enabled management to re-deploy staff time to open Sundays at branches across the system. This added 2300 hours of open hours.

The following chart shows the branch operational hours for VPL branches:

Branch	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Hrs per Week
Britannia	9 am - 6 pm	9 am - 9 pm	9 am - 9 pm	9 am - 6 pm	9 am - 6 pm	9 am - 6 pm	1 pm - 5 pm	64
Carnegie	10 am - 10 pm	10 am - 10 pm	10 am - 10 pm	10 am - 10 pm	10 am - 10 pm	10 am - 10 pm	10 am - 10 pm	84
Champlain	Closed	10 am - 6 pm	10 am - 6 pm	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	1 pm - 5 pm	50
Collingwood	Closed	10 am - 9 pm	10 am - 6 pm	10 am - 6 pm	10 am - 5 pm	10 am - 5 pm	1 pm - 5 pm	45
Dunbar	Closed	10 am - 6 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Firehall	Closed	11 am - 8 pm	11 am - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Fraserview	Closed	12 noon - 9 pm	12 noon - 9 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Hastings	Closed	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	50
Joe Fortes	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	10 am - 9 pm	10 am - 6 pm	10 am - 5 pm	1 pm - 5 pm	60
Kensington	Closed	10 am - 6 pm	12 noon - 9 pm	12 noon - 9 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Kerrisdale	Closed	9:30 am - 8 pm	9:30 am - 6 pm	9:30 am - 8 pm	9:30 am - 6 pm	9:30 am - 5:30 pm	1 pm - 5 pm	50
Kitsilano	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	64
Marpole	Closed	11 am - 8 pm	11 am - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Mount Pleasant	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 6 pm	9 am - 6 pm	78
Oakridge	10 am - 9 pm	10 am - 6 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	1 pm - 5 pm	64
Renfrew	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 9 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	64
South Hill	Closed	12 noon - 9 pm	10 am - 6 pm	12 noon - 9 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	46
Strathcona	9 am - 5 pm	9 am - 5 pm	9 am - 5 pm	9 am - 5 pm	9 am - 5 pm	11 am - 4 pm	1 pm - 5 pm	49
Terry Salman	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 9 pm	9 am - 6 pm	9 am - 6 pm	78
West Pont Grey	Closed	10 am - 8 pm	10 am - 8 pm	10 am - 6 pm	10 am - 6 pm	10 am - 6 pm	1 pm - 5 pm	48

Pre-Opening Activity

Pre-opening consists of a number of tasks including turning on public workstations, clearing the book drop area and preparing cash for the day. Another of the usual pre-opening activities is pulling the expired holds from the shelves. This enforces the rules for requesting holds and ensures that after an expiry a hold is made available to the next patron in line.

Observations

- Branches report that with busy Sundays followed by a Monday closure, the circulation workload (backload

of material to process) on Tuesday is higher and a challenge to complete. Branches do manage to catch up with the work during the week.

↓ Some Branch Heads and Supervisors do not work on Saturdays. Branch Heads and Supervisors do not work on Sundays. The part-time staff working on weekends do not benefit from the the same connection or mentorship and coaching that a weekday staff member would receive.

↓ Branches differ in how early staff are required ahead of branch public opening.

↓ There are differing views across the organization as to which activities are truly required prior to a branch opening.

3.2.2   Security

Branch Heads and staff address security issues as they occur with the support of Central VPL security resources and, if needed, the police.   VPL has a protocol for staff to follow should they require assistance from VPL security. There are guards positioned at Mount Pleasant and Carnegie branches.

Observations

↓ VPL Leadership is fully aware of security challenges and works actively to ensure the safety of both patrons and VPL employees. Branch Heads and Supervisors are very attentive to security issues both to protect VPL staff and in the interest of all patrons.

↓ Security is viewed by all as an important issue for branches potentially impacting staff and patrons.

↓ Handling difficult security issues can require specialized interaction skills. Not all staff are comfortable with or capable of handling security incidents.

↓ Responding to security events and reporting can be time consuming.

3.2.3   Facilities Condition & Maintenance

VPL branch facilities are in varying states of condition. Maintenance and service requests are dealt with on a priority basis by VPL staff, City of Vancouver staff, or partners such as the School Board, depending on the branch.

Observations

↓ Many Branch Heads and Supervisors report that they do not get adequate maintenance services; either waiting too long for repairs or for notification of repair scheduling. This is a significant concern.

↓ The physical layout of the branch has staffing implications. Some branches have hidden areas that are hard to oversee.

↓ Branches are at varying stages of building and equipment life cycles with some branches experiencing more pressing needs for cosmetic refurbishment.

3.3   Patrons

VPL patrons reflect the mosaic of the City of Vancouver which is culturally deep, broad and diverse. Branch services are, at times, tailored to the local community of patrons served. (e.g. language) and this can impact the time and focus of staff.

 Observations

↓ Across the city, staff encounter patrons who are disadvantaged or facing significant life challenges, often resulting in the need to spend additional time fulfilling their needs.

↓ In branches where there are multi-cultural communities, staff invest time in special language collections and services.

4   Branch Staffing Today

Within this review the components of the Staffing Model include:

- Organization Structure and Reporting
- Positions, Competencies and Skills
- Staff Complements and Mix
- Scheduling
- Services and Service Levels
- System supported services

The existing branch staffing model is successful in enabling day-to-day delivery of core services for the communities across the city.

4.1   Organization Structure and Reporting

4.1.1   Reporting & Branch Heads

Branch Heads directly report to one of the four Managers of Neighbourhood Services who, in turn, report to the Director of Neighbourhood and Youth Services. Eighteen VPL Branch Heads are each responsible for a single branch and one Branch Head is responsible for two branches (Collingwood/Champlain Heights).

Branch management and supervision primarily rests with the Branch Head, the Supervisor and, to some degree, with resident Librarians and Library Technicians. Branches require one of the "responsible positions" to be present at all times when the branch is open.

Some VPL branches are co-located with Partner (Park Board Community Centres and/or Vancouver School Board) sites. These partnerships are key to successful operation at joint sites and require collaboration between stakeholders. There can be shared funding/resources arrangements (e.g. Britannia) which directly impact staffing.

Branch Heads participate in neighbourhood meetings, as well as VPL-wide committees/teams to contribute to overall VPL initiatives. Branch Heads are also expected to play pivotal roles in community engagement.

Observations

- Branch Heads are highly trained, committed professionals dedicated to the VPL, their teams and their patrons.
- Branch Heads and Supervisors see a requirement and the opportunity for Branch Heads to be more strategic in focus and improve staff development and mentorship.
- Branch Teams express uncertainty over the advancement paths offered at VPL. This is fed in part by:
    - The example of one Branch Head responsible for 2 branches;
    - A real or perceived trend to using Library Technicians instead of Librarians; and
    - The new Branch Supervisor/Library Technician role.
- VPL branches and Partners (schools, community centres) work collaboratively to meet the needs of their shared constituents across the system.
- In our online questionnaire, the Branch Heads offered the following responses in terms of their current focus and what they would suggest going forward. This chart displays the number of Branch Heads recommending to increase, decrease, or not change their time spent on selected priorities.

Branch Heads Proposing Change of Focus
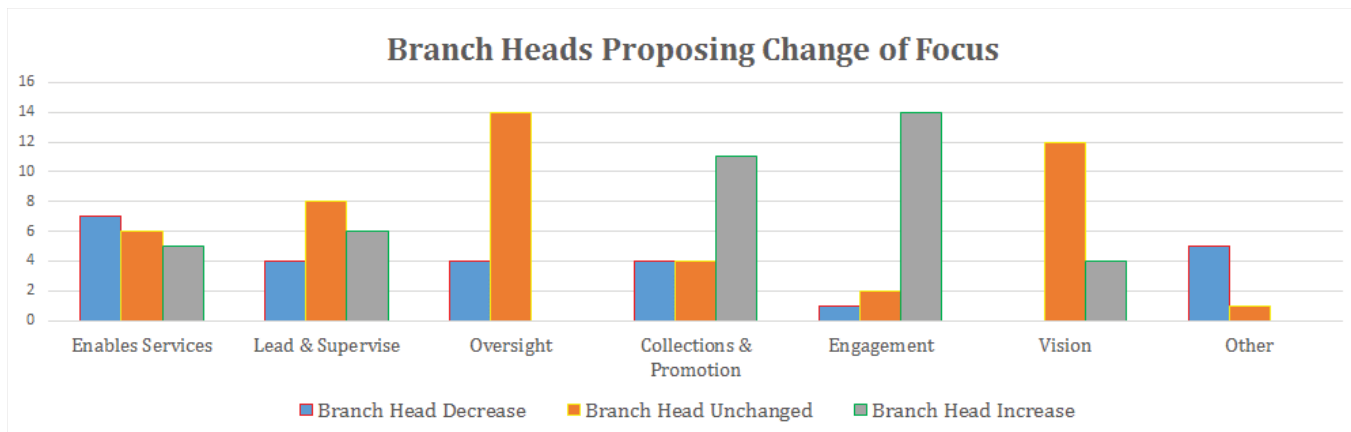
Note: "Enables Services" was defined as "directing and working with staff to provide services".

In questionnaire comments, the Branch Heads would like to increase their time spent on planning, coaching, community engagement and enhancement of collections. Some suggest decreasing time in day to day operations and on scheduled information activities.

4.1.2   Supervisors

Supervisors are primarily senior Library Assistant positions who work with the Branch Heads to run the branch. They are responsible for the Circulation staff that is comprised of Library Assistants and Shelvers. There is one Branch Supervisor/Library Technician position at the Dunbar branch with combined supervisory and information and programming responsibilities.

This chart displays the number of Supervisors recommending to increase, decrease, or not change their time spent on selected priorities.

Supervisors Proposing Change of Focus
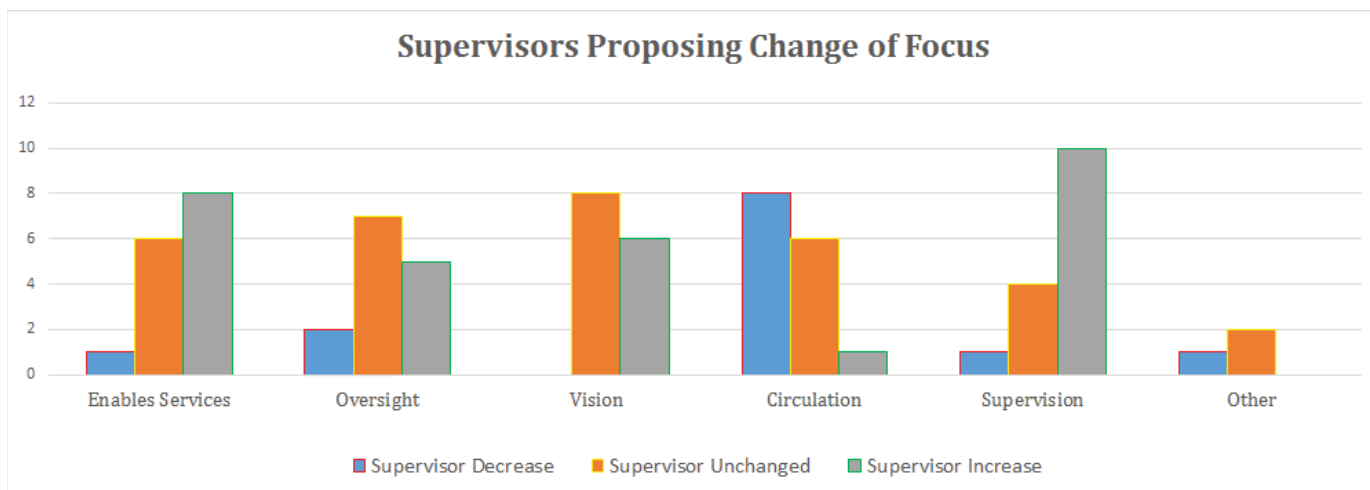
Observations

- In the associated comments, Supervisors seek to increase time on supervision, coaching and on oversight while, for many, reducing time on hands-on circulation activities and administrative activities. Supervisors expressed a desire to also be involved in community engagement.
- Supervisors were proud of their teams and supportive of the efforts of their team members.
- Supervisors feel they spend excessive time on administrative activities including: tracking time, scheduling, reporting incidents, gathering and reporting statistics. Some of this extra effort is due to systems that are

WMC believes may be inefficient.

- Supervisors commented on the time-consuming process to justify replacements for already established positions.

4.2   Positions, Competencies and Skills

4.2.1   Positions

Branch Heads (Librarian II, III and IVs) and Supervisors (Library Assistant IV, V, VI and VII) occupy the leadership positions.

Additionally, the positions below can also be found at branches:

- Librarians (Community Librarians, Children's Librarians)
- Library Technicians (LT)
- Library Assistants (LA)
- Information Assistants (IA)
- Shelvers

All branch positions fall within the bargaining unit with specified classifications and corresponding duties. There are a few legacy positions of Information Assistant that are considered grandfathered positions.

Branches are supported by Community Librarians positioned in each of the four neighbourhoods. The focus of the Community Librarian is to use collaborative community engagement techniques to develop and deliver responsive service to those who have not traditionally been served effectively by the library.

Branches are also supported by Children and Teen Librarians who work both within the CTS team and within the branch they serve, but whose work is largely directed and coordinated by the centrally based CTS Supervisors.

 Observations

- Branch Teams are enthusiastic and committed to their work and the patrons they serve.
- In practice, VPL staff work together collaboratively across classifications to meet patron requirements, making handovers as seamless as possible.
- Some Branch staff observe that patrons are unaware of VPL classifications and generally would prefer to not be handed over to a second individual for service.
- Classification restrictions limit the flexibility to deploy staff to meet changing (hourly basis) service needs and limit individual staff members who have capability beyond their position. For example, some Library Assistants have Technology Support expertise beyond that of Library Technicians but they are not authorized to provide that service.
- The Shelver position is limited both in the time per shift (4 hours maximum for ergonomic reasons) and in the job duties they can perform because of the parameters in their job description.

4.2.2   Skills & Competencies

Branch Teams are qualified and trained to deliver their core responsibilities. As service objectives and requirements evolve, Branch Teams need ongoing development and new skills which are noted below to succeed. Library staff are continuous and enthusiastic learners and VPL is committed to the development of staff and offers regular training and staff development.

There are some notable changes in recent years that have required staff to develop new skills. With a decline in reference requests, the requirement for these traditional research/reference skills has diminished. Some developing skill and capacity requirements are:

- ⬇ Digital Technologies and Collections
- ⬇ Technology Support
- ⬇ Community Engagement

Community Engagement requires skills that historically have been a stretch competency for many Librarians, in particular for those who joined before this became a required competency.

As public Technology Support needs increase, staff (in particular Library Technicians) are requested to address broader and more complex issues, especially related to different personal technologies like laptops, mobile devices, and library printers and scanners.

Branch Staff serve patrons who have a broad diversity of social skills. Some branches have a significant population of patrons and advanced skills in dealing with patrons who are living with complex health conditions and/or life circumstances are required.

Observations

- ⬇ Largely, staff are equipped for the activities they are responsible for and are prepared to develop new capabilities to meet changing needs.
- ⬇ Dealing with the more complex health related behaviours sometimes falls beyond the specified competencies of the positions and relies largely on the judgment of library staff. In branches where there are a significant number of patrons with challenging behaviours, this can be taxing and time consuming for staff and leaders.
- ⬇ Branch Heads, Supervisors, and Librarians expressed concerns over the apparent declining requirement for Librarian skills and the observed VPL trend to use Library Technicians for programs instead of Librarians. This is reflective of individual career uncertainty in a time of significant change.
- ⬇ The technological literacy of staff is not only a function of formal training but related to personal interests and opportunity. This means that some individuals have skills (e.g. technology) beyond their classification that they have built personally and are unable to utilize in their position.
- ⬇ Branch Heads and Supervisors believe the model needs to change to allow more flexibility in what staff can do.

The following chart depicts the approximate substantive functional responsibilities for each position:

Function by Position

Legend: Collections, Circulation, Programming, Information Services, Community Engagement, Technology Support, Administration
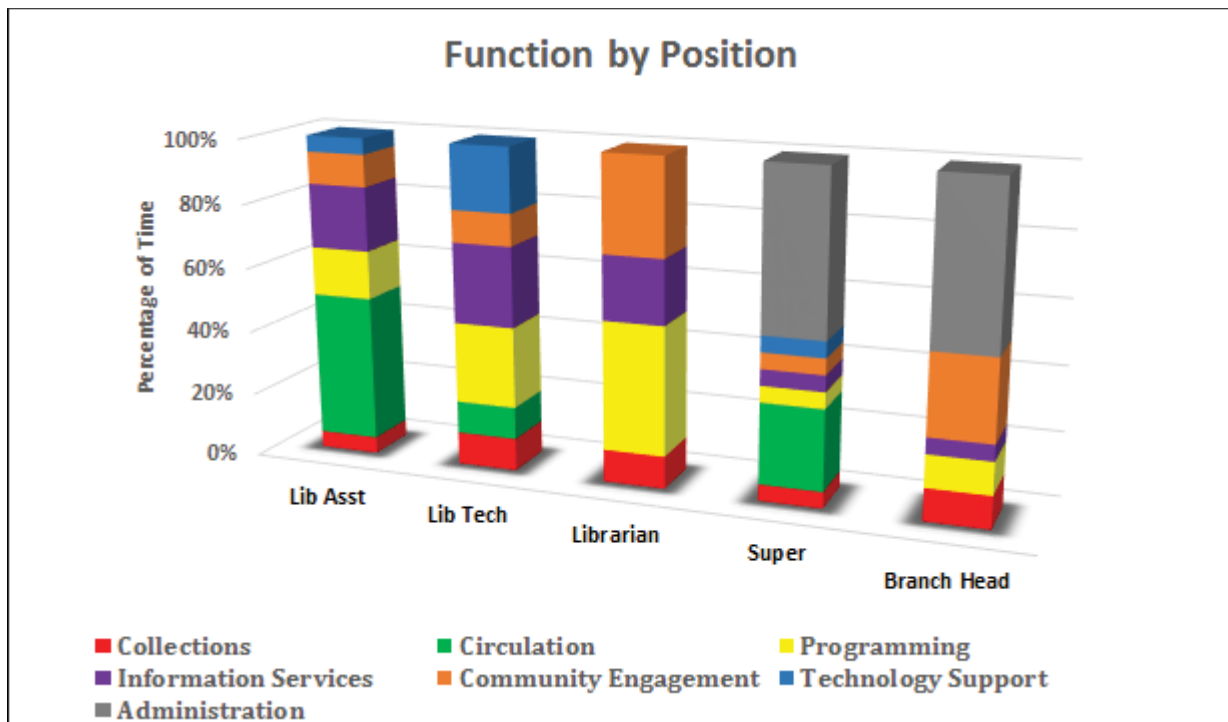
4.3 Staff Complements & Mix

4.3.1 Staff Complements

Branch staffing complements were established many years ago and have been relatively stable, although there have been some significant changes:

- in 2007 Shelvers replaced LAIs across VPL, including in branches;
- in 2013 the implementation of RFID and self-serve check-out resulted in the redirection of staff hours to open Sundays;
- in 2013 community librarian positions were added;
- in 2013 the CTS review resulted in the distribution of Children's and Teen Librarians working as teams throughout VPLs four neighbourhoods.
- In addition, a decision was made to address unique issues: two branches were "twinned" at Collingwood and Champlain Heights, meaning one head oversees them; and
- In 2015, a Supervisor position was posted with a Library Technician requirement to provide more service and activity flexibility for the position.

Branch staffing complements are reviewed regularly by management. Currently Branches are staffed with a mix of part-time and full-time staff (approximately 2/3 involve full-time hours and 1/3 part-time hours). There are currently no formula-driven guidelines or systemic processes for setting staff complements in VPL branches, rather they are based on tradition.

In recent years, four Community Librarian positions were created with responsibility, along with their Branch Heads, to develop relationships with community partners and lead community engagement activities.

Operational factors impacting staffing requirements include the following:

- Physical size and layout of facility
- Operational hours
- Information Desk and Circulation Desk coverage
- Agreements with Partners (e.g. Vancouver School Board)
- Number of public computers
- Automation, such as automated check-in equipment and self-serve checkout (SSCKO)

Service Volume factors include the following:

- Circulation (check-in, check-out, etc.)
- Registration
- Programming
- Information services
- Technology support
- Patron Services & Support factors include: traffic and patron mix (culture, social skills, education, economic)

Observations

- In general, of the Branch Heads and Supervisors consulted they believe they have enough staff to do their day-to-day work. There are exceptions including some who suggest realignment of duties vs increased complement.
- Some Branch Heads and Supervisors feel that they are stretched too thin to adapt to staff absences, handle the unexpected (security incidents) and serve additional parallel needs (community engagement).
- Staffing complements have not been reduced in response to the decline in traditional circulation and in reference questions.   Branch Heads comment that although some services are declining, the level has not reached the threshold where material staffing reductions can take place.
- Branches experience a backlog of circulation work at the start of the week due to Sunday opening and in some settings, because of branches being closed on Monday.
- Sunday openings were extended, as an opportunity, but staffed as an "add-on", not as an integrated rescheduling exercise for the branches. As a result, Sunday, in particular, has been staffed with part-time staff who essentially form a separate team from that of the weekday.
- A number of Branch Heads feel short-staffed on Library Technicians.
- The variety, complexity and interdependence of parameters impacting staff complements make it challenging to design a "system" to project staffing complements. In particular:
  - Positions perform multiple overlapping tasks.
  - While neighbourhoods have characteristics based on socio-economic profiles, the diversity of patrons and different circumstances impact their service needs.
  - Initiatives such as Information Services and CTS are still settling in and being refined.
  - Branches report that Programming offerings are often driven by the staff available, not by programming goals and objectives.
  - The relationships between activities and staffing assigned is complex. Graphs mapping the activities versus staffing show correlations but with significant variations due to the many factors involved.
- In the questionnaire, Branch Heads and Supervisors, provided suggestions to make nominal staffing reassignments or additions. Typically, leaders at their level in other organizations have and use their authority to make these changes themselves within their budget authorization, but because VPL is always balancing resources across the system and because Branch Heads are unionized, they work with their exempt Neighbourhood Managers on such matters.

4.3.2   Part-time Staff

Part-time staff form a key part of the staffing complement enabling shifts that are shorter and efficient in covering operational hours. Part-time staff hours afford important opportunities for staff who cannot or choose to not work full-time. There are a large number of auxiliary part-time individuals (who comprise an additional FTE complement. (5.4.3)

Observations

- Staffing the part-time complement with so many short part-time shifts, has the following implications:
- Limited commitment and engagement by some staff due to low hours.
- Limited time for coaching and training and therefore staff are often unfamiliar with branch operations.
- Extra administration (scheduling, communication, performance management) for each employee.
- Difficulty in including part-time staff in meetings and communications.
- Higher turnover with part-time staff so the training and development investment is sometimes lost.

4.4   Scheduling

Staff schedules appear to be tied to full-time and part-time positions. Branch Teams are accustomed to and comfortable with fixed scheduling that rarely changes. Branch staff are rarely re-assigned to alternative locations or given variations in shift schedules.

VPL has a practice of a compressed work week whereby employees work more hours every day and earn an extra day off on alternating weeks.

Observations

- Branch Heads do not make full use of scheduling as an operations tool. It appears they either cannot or choose to not change schedules and PT/FT mix to best meet the needs of the operation.
- Branch Heads and Supervisors report that getting replacement staff is very difficult and time- consuming to the point where branches will do without to avoid the hassle.
- Leadership reports that typically the budget for replacement staffing in branches is not fully used.
- There is a shortage of Shelvers partially due to a number of individuals advancing to Library Assistant roles.
- Branches have difficulty with balancing the necessity for staff to leave the branch to engage with the community with the branch operations.
- A few sites are challenged with the limits of the Information Assistant role versus the requirements for a Library Technician position.

These charts show (right axis) the number of hours allocated per service hour in the branch and relative volume of transactions (left axis). The highest transaction volume at a branch shows as 100% with other branches showing as a relative % below that.

4.4.1   Comparison of Circulation vs Library Assistant Hours Allocated (2015)
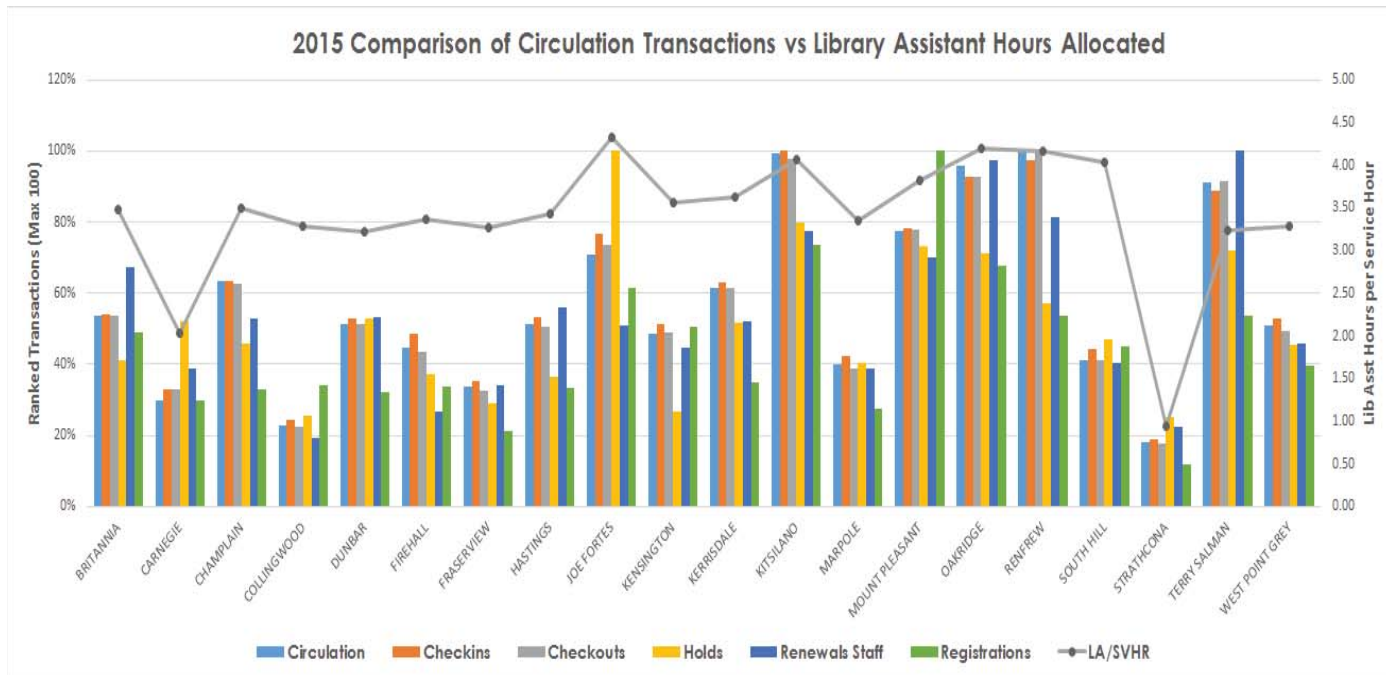
The above chart compares the Library Assistant staffing levels (line chart) with relative circulation transaction volumes. Staffing levels show the Library Assistant hours per service hour for the branch. Circulation volumes are scaled using 100% for the highest values and prorating the others. This shows some correlation between transaction volumes and staffing albeit with significant variations.

4.4.2   Comparison of Programming vs Library Technician Staffing Allocated 2015
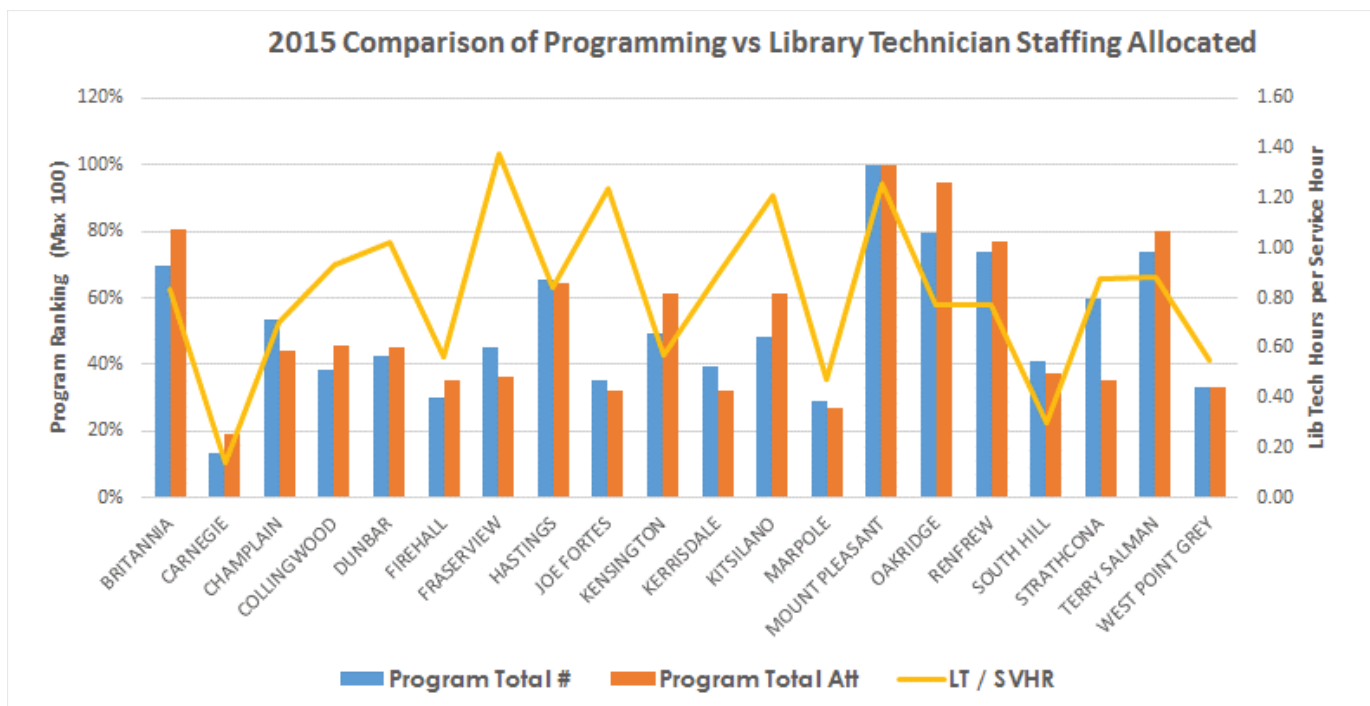
The above chart compares the Library Technician staffing levels (line chart) with both the number of programs and the attendance levels. Staffing levels show the Library Technician hours per service hour for the branch. Program data is scaled using 100% for the highest values and prorating the others. This shows some alignment between staffing and program delivery but it is not consistent. Lower staffing is shown in Carnegie, Marpole, South Hill and West Point Grey consistent with or causing lower programming levels. Inconsistencies appear in Dunbar, Fraserview and Kitsilano where staffing appears higher.

These charts show correlations between the service delivery and staffing levels but they are not straightforward. Scheduling staff is complicated, requiring an analysis of both tangible and intangible factors. In these situations, data analysis should be supplemented with expert site experience to optimize scheduling.

4.4.3 Part-time FTE vs People Counts

This snapshot chart from 2015 shows, by location and position, the total hours for a sample month and the number of part-time shifts scheduled in branches. For these 300 scheduled shifts, there are 173 individuals filling an FTE complement of 14.

# Individuals = 173		Shifts per Position					
Location	PT Hrs	LA 2	LA 3	LIB 1	LT 2	Shelver	Total
BRI	103.25	6	1	1	4	4	16
CAR	75.00		3	1			4
CHA	145.50	9		3	2	8	22
COL	36.17	5			1		6
DUN	90.75	6			3	5	14
FHL	88.50	7			2	5	14
FRV	57.50	4			4		8
HAS	51.50	3			1	5	9
JFS	118.00	6	1	1	4	4	16
KEN	101.50	8			2	5	15
KER	76.50	6		1	2	6	15
KIT	157.50	9	1	2	4	8	24
MAR	88.00	5			2	4	11
MPL	186.00	7	1	2	4	11	25
OAK	161.00	8		3	4	11	26
REN	150.75	11		1	2	9	23
SHL	83.50	5			3	2	10
STR	59.88	6		1	1		8
TSN	179.25	9		2	3	10	24
WPG	86.00	4			1	5	10
	PT Hrs Total					FTE Total	Shifts
	2096					14	300

Observations

+ There is significant overhead in having this many individuals filling the available shifts.

4.5   Technical Modeling

Sessions were held with branch staff to gather activity data and timing estimates to determine if "systems modeling" would be a valuable tool to guide staffing decisions. This data was input into modeling software in order to assess the feasibility and potential value added.

Process modeling can, in some settings, provide tangible information to optimize processes and resource scheduling. Expected outcomes include identifying:

- Delays in workflow and, therefore, delivery of results when skills are not available.
- Inefficiencies with resources, for example, when staff have to wait for work to do.
- Situations where full-time or part-time resourcing is either more efficient or less efficient.

Process modeling works best with distinct tasks, well-defined dependencies, clear positional responsibilities, and with repeatable data on activity timing.

VPL branches have well defined tasks but:

- There are very few hard dependencies between tasks.
- Positional responsibilities are substantively shared.
- Many activities, such as information requests or technology support and program delivery, have highly variable times.
- Staff move from task to task, continually changing priorities but maintaining a prime focus on patron services.
- Service levels in programming are defined by the staff available instead of the other way around.

To drive models, we:

- Identified key transactions impacting branch activities
- Gathered estimates from Branch Heads of the typical time taken for these activities
- Estimated some of the once-a-day activity timing
- Selected three branches with varying sizes to model
- Projected workload across operational hours.

During the study we drafted simulation models for core activities using both excel and business processing software. Due to the nature of the branch work where many staff members share and overlap with activities we concluded that significant additional work, beyond the scope of this study, would be needed to develop a software model that would inform branch staffing.

5   Centrally Based Services

There are a number of support services that are provided by one unit to the whole library. Sometimes these are referred to as "shared services" or "system support services". In this report, we have called them "Centrally Based Services". This does not mean Central Library based, but rather, there is a central service hub that delivers some level of service across all organizational units. In VPL there are varying types of centrally based services.

Administrative support:

- Systems
- HR
- Accounting
- Facilities
- Purchasing

Service support:

- Children's and Teen Services
- Systems
- Accessible Services
- Information Services
- Circulation
- Programming and Learning
- Collections and Technical Services
- Marketing & Communications

Interviews were conducted with Managers of Systems, Children and Teen Services, Information Services, Accessible Services, Programming & Learning, Circulation Services, Collections & Technical Services, Human Resources, Facilities & Purchasing, and Accounting Services, in order to understand the services provided to the branches. Included in the interviews are specific questions designed to craft manager input into recommendations for VPL's branch staffing model. The following describes the current state core elements of the centrally based service provided to the branches. Typically, in industry, organizations deliberately and more visibly separate their corporate or shared services (industry terms for "centrally based services") from all operating locations to ensure functional independence and clear responsibilities.

5.1   Children and Teen Services

The Children and Teen Services (CTS) group has system-wide oversight for services that are delivered to children and teens. The CTS team's function in supporting branches spans:

- Directing the people that work in the branches (23 librarians), through the 3 Cohort Leads:
    1. Assistant Manager - Early Years (dotted line or indirect reports = Branch Children's Librarians)
    2. Assistant Manager – Head, Children's Library (Middle Years Cohort Lead) (dotted line or indirect report) = Branch Children's Librarians
    3. Assistant Manager - Teen Services (direct reports – Teen Services Librarians)].
- Ensuring a standard and consistency in the programming for young people and their caregivers.
- Providing support materials for CTS programs.
- Coordinating program development.
- Coordinating budgets that support the programs.
- Coordinating training for the Children's Librarians and the Library Technicians working with children and families).

The model employed in the branches is comprised of the following resources collaborating on CTS work:

Children's Librarian:

- Primary contact with the local elementary schools
- Primary contact with the local day cares, etc.
- "Practice Leads"
- Program development and delivery
- Collections support

Library Technicians – support CTS via:

- Program delivery
- Information Services support
- Support collections

Supervisors / Branch Heads:

- Assign branch staff to deliver the CTS programming

Library Assistants:

- Prepare facilities
- Administrative support for the program (i.e., set up and take down), entering programs into library calendar

Observations

- Although a significant change, the CTS initiative has been embraced by branches, and staff work collaboratively across positions to achieve programming objectives.

5.2   Circulation Services

Circulation Services is accountable for setting and ensuring compliance with system-wide circulation guidelines and practices. In terms of the services provided to the branches, Circulation Services establishes standardized operational policies, guidelines and procedures housed in the Circulation Manual to guide the work of the branch staff. They serve as the 'go-to place' for solving patron membership issues. There is often heavy communication between Supervisors and Central Circulation Supervisors.

Other services to branches include, but are not limited to: newspaper direct service, Community Inspiration Pass, new lending services (i.e. tablets), and disc buffing for audio-visual collections.

Branches and Circulation Services work together on project work, whereby Circulation Services seeks the engagement of branch staff on committees to support initiatives.

5.3   Programming and Learning

Programming and Learning is responsible for system wide Adult programming and training. This involves the use of various print and digital media for forums including author talks, book clubs, training sessions, and panel discussions. Programming and Learning is responsible for strategy development, program planning, development of standardized material, and support for program delivery. This unit is also responsible for the Inspiration Lab located at the Central Library.

Programming and Learning staff work collaboratively with neighbourhood and branch staff. Branch Heads participate in programming teams to ensure community input guides programming. While programming sessions are growing in number, the branch teams and Programming and Learning are equally focused on maintaining high quality. Programming and Learning continually revise the program mix to meet strategic objectives. Branches are responsible for program delivery.

Observations

- Having a single unit responsible for Programming and Learning has resulted in some efficiency gains
- It is challenging to provide multilingual programming as staff with language skills aren't positioned to rotate across the system
- Branch teams and staff welcome the opportunities to deliver programs and Branch Heads are pleased to be involved in the system-wide program planning process.
- Programming and Learning would like to optimize delivery however they do not have direct responsibility for branch staffing

5.4   Collections & Technical Services

The Collections & Technical Services Team is responsible for the selection, acquisition, cataloguing, and processing of the new materials for VPL's collection as well as mending of damaged books. The Selection Team works closely with branch staff to select material based on local community profiles, etc. With individual branch input, the branch collections are selected, acquired, processed and issued to the branches. The floating collections are system-wide.

Weeding or de-selection is a branch responsibility and branch staff are expected to deselect worn, out-of-date or long uncirculating material from both anchored or floating collections.

Observations

- Collections and Technical Services is aware of shortfalls with the branch collection maintenance and promotion areas and is working with branches on solutions.

5.5   Information Services

Information Services refers to "all modes and methods patrons use to access library staff and materials in order to find answers to their questions and inquiries, as well as to meet their entertainment and leisure needs". This includes all interactions with staff whether in person, by phone, or virtually through email and chat services. Information services also include self-serve methods, including print and web guides that patrons use to find their own answers to their questions. Information services require a variety and range of staff effort from inquiries that take only a minute or less to respond to, more in depth information requests that require more staff time and expertise in specific knowledge areas and resources (e.g. local history, small business support, genealogy), and "behind the scenes" work to develop pre-packaged information sources that meet frequent and specific information needs" (VPL, Susan Everall, Dawn Ibey, Barbara Kelly, Anne Olsen, 2013).

Information Services has the responsibility to set common information services principles, measures and approaches throughout the library system. The model employed in the branches is relatively new, with VPL having recently implemented substantive changes to its infrastructure in some branches (e.g. only having one service desk) and its processes for fielding questions. The new model currently relies on all branch staff, except for Shelvers, to provide information services, with the categories of questions being aligned to roles as follows:

- Directional: Shelver, Library Assistant
- Specific Reference: Library Assistant, Library Technician
- General Reference: Library Technician, Librarian

> Branch staff are also engaged on Information Services projects, such as 'Reference Definitions'.

Observations

> Branches have been challenged to varying degrees with the implementation of the new Information Service model.
> VPL Leaders continue to assess and refine the model.

5.6 Accessible Services

Accessible Services (ASV) was redesigned in 2014 (VPL, 2014) and has the following mandate:

> Vancouver residents should be able to participate in and access services from their local library branch. Accessible Services guides VPL's service development to Vancouver residents of all ages who are living with a print disability or other disability that impacts their access to library services, vulnerable senior citizens living in Vancouver, and residents who are homebound or living in care facilities. Accessible Services manages the library's legally restricted alternative format collections and the home and institutional delivery service, as well as advises public service staff on accessibility issues, including accessibility standards for library facilities and equipment. Accessible Services actively develops relationships with community organizations and members to inform service and program development and liaises with the broader library community on accessibility issues.

Branch information staff, including community and children's librarians, reach out to care facilities and day cares in their neighbourhoods and investigate whether there are library service opportunities for people who would meet ASV criteria, including access to accessible collections, adaptive technology, or specialized programming. Accessible Services staff continue to provide library materials to institutions through the Book Deposit Service, supplemented by branch staff-delivered programming.

5.7 Facilities and Purchasing

The Facilities group at VPL is responsible for the following branch components: cleaning, maintenance, renovations, furniture customization, and landscaping (limited to only two branches).

There is a regular schedule of service deployed to the branches through the full-time and auxiliary staff (8 staff members) and by responding to requests that are typically initiated by Branch Heads, Supervisors or Neighborhood Services Managers. As requests are received by the Facilities group, the manager typically deploys a Maintenance Supervisor in completing the requests. Some challenges do exist in the servicing of the branches given the variability in the number of days per week the branches are open (6 or 7 days) and the limited Maintenance staff available.

Purchasing is primarily a centralized function. Branches have an annual supplies budget that is controlled by the Supervisors.

Observations

> Facilities cannot keep up with requests
> Special projects appear to receive priority resourcing, leaving branches short of needed maintenance services.
> Communication from Facilities staff on status of requests or the timing or resolutions is inadequate.

5.8   Accounting

The accounting functions in the branches include:

1) Receivables (collection of fees, fines, book sales, photocopy cards and donations for the foundation) and their deposits to Bank of Montreal
2) Payables, such as petty cash
3) Time entry into SAP
4) Budgeting

The model used to support these functions in the branches is fairly decentralized, whereby the Branch Head and Supervisors (and some Library Assistants) will perform the accounting functions in support of receivables, payables and time entry.

Observations

➕ Branch Heads and Supervisors are in charge of monitoring expenditures within their budgets.   Some of the challenges that exist in this functional area relate to the staffing complements at the branches on given days (i.e. Sundays) where Branch Heads, Supervisors or knowledgeable Library Assistants are not available to process to accounting functions. Delaying transactions can result in inefficiencies.

5.9   Human Resources

Human Resources (HR)are centrally located and provide core HR services for all employees at VPL. They also provide consultative support to Branch Heads and Supervisors for recruiting, development and employee performance management.

Observations

➕ Branch Heads and Supervisors would like more documentation from HR to clarify HR processes and specifics regarding what they are responsible for and what the HR unit is responsible for.

5.10 Systems

Systems is a system-wide support and infrastructure service group that provides the following to the branches:

➕ Select, configure, deploy, install all public and staff technology, including telephones and printers
➕ Integrated Library System (ILS)
➕ Public Wi-Fi network
➕ Serve as the liaison to the City of Vancouver for the network provisions they provide to the branches

The service model employed to support the branches is accessed through the Systems Help Desk function, which includes:

➕ Service Pro request tool (online)
➕ Help line (telephone)
  o Break-fix
  o Booking equipment
➕ Support:
  o Staff will go on-site to branches, if needed.
  o Will dispatch 3rd party, as needed (i.e. maintenance for self-checkout machines).
➕ Upgrades:

- o Software
- o PCs
- o Network infrastructure

Observations

- Branch Teams observe that Systems has good issue tracking capability but has difficulty consistently responding in a timely manner for equipment support.

6   Peer Organizations Survey

6.1   Context and Scope

A part of the review process included interviews with and Library Survey of a select number of libraries and other organizations (with branch operations). These peer organizations were asked to share details specific to their current state and their views in order for VPL to learn how their branches are staffed and the strengths and challenges of their respective approaches.

The participating organizations and the representatives who contributed to this study include:

Calgary YMCA

- Shannon Doram, VP Operations

City of Vancouver Board of Parks & Recreation (Community Centers)

- Shauna Wilton, Director of Recreation (Acting)

Edmonton Public Library (EPL)

- Linda Garvin, Director Branch Services

Fraser Valley Regional Library (FVRL)

- Scott Hargrove, CEO
- Heather Scoular, Director Customer Experience

Greater Victoria Public Library (GVPL)

- Jennifer Windecker, Director Public Services
- Eileen Gillette, Core District Coordinator

Hamilton Public Library (HPL)

- Paul Takala, Chief Librarian/CEO
- Lisa Dupelle, Director Human Resources

Ottawa Public Library (OPL)

- Monique E. Désormeaux, Deputy CEO

San Francisco Public Library (SFPL)

- Cathy Delneo, Chief of Branches

6.2   Peer Organizations Survey Approach

Peer organizations were issued a series of interview questions in advance of the interview. The questions focused on:

- Understanding Staffing Model similarities/differences, strengths/weaknesses and drivers for change;
- Staff scheduling drivers and processes;

- Branch support services (spectrum of centralization vs. decentralization of support services delivered to branches from head office administration);
- Practices to balance 'In Branch' vs 'Out of Branch' services;
- Critical staffing issues in branch operations that libraries are facing in 2016.

The respondents participated in a 60-90 minute interview to share their insights. The typical respondent from the peer organizations was the VP/Director of Branch Operations, Deputy CEO or CEO.

6.3   Key Findings

6.3.1   Strategic Drivers Influencing Staffing Models

Across the libraries that participated in this study, there were a number of key drivers that have influenced staffing models. The most consistency was in three areas that align to the findings of the Aspen Institute's publication "Rising to the Challenge: Re-Envisioning Public Libraries" (Garmer, 2014)where it is suggested that key strategies essential to the long-term health of the libraries, and ultimately the long term health of the communities they service, include: 1) Aligning library services in support of community goals, 2) Providing access to content in all formats, and 3) Cultivating leadership. The fourth strategy identified by the Aspen Institute was ensuring the long-term sustainability of public libraries; which was noted as the greatest challenge facing libraries today. Given that this strategy ties more closely to the identification of reliable sources of revenue for operations and long term planning and investment, this is not as closely tied to the staffing model as the other strategies.

6.3.1.1   Changing Use of Libraries: Technology & Availability of Information

Across the libraries that participated in this study, there were a number of key drivers that have influenced staffing models. First and foremost, the changing nature of the use of libraries has resulted in these libraries seeking to evolve in order to remain relevant to the patrons and the public that they serve. They see their changing use as being substantially impacted by the rapid changes in technology and the availability of information. Ottawa Deputy CEO Monique Désormeaux described this evolution as follows: "library employees are no longer the keepers or stewards of information. Given how wired our communities are, we are now enablers of information." With this shift in the work of libraries, and library employees, staffing models and staff positions have evolved in order to better serve as the 'enablers of information'.

6.3.1.2   Single Point of Service

Several libraries have made the shift towards changing the customer experience model to a 'single point of service' whereby the customer is the point of service, rather than the service desk or reference desk being the point of service. The net result of making this substantive shift has been, in the case of Fraser Valley Regional Library (FVRL), a complete reworking of key library positions in order to focus on 'the customer first'. For Ottawa Public Library (OPL), all the service expectations now align to support the goal of the 'customer as the point of service'. Both of these library systems have implemented more of a generalist model and have intentionally created overlapping roles and behaviours across staff positions, intended to best enable the support to patrons.

6.3.1.3   Servicing the Needs of the Community / Through Engagement and Outreach

As libraries have shifted their focus towards the needs of the patrons, the work of libraries has evolved from primarily being 'inside the building' to now servicing the needs of the community, extending the work of the library to include functions 'outside the building.' This extended focus includes outreach activities such as, but not limited to, support for newcomers to communities, support for vulnerable populations, partnerships with community organizations in support of healthy and vibrant neighbourhoods, engagement with schools and other institutions in support of childhood and youth literacy, as well as working in digital spaces to build virtual communities. The roles of library employees have shifted from focussing on lending collections to developing partnerships.

Two staffing model impacts are seen in several library systems as a result of this need to service the community and deliver outreach services include:

1. A shift from discipline-focused librarians towards 'community-focused librarians'. For example, Edmonton Public Library (EPL) now has 'Community Librarians', rather than Adult Librarians, as they look to cultivate community leadership within their system. In the case of Hamilton Public Library (HPL), they have tuned their librarian roles such that the Youth Service Librarian is now titled 'Community Youth Librarian' and the Branch Librarian has been replaced with a 'Community Librarian'.
2. The other innovative staffing model change that has been implemented across a handful of the peer libraries is the introduction of individuals with traditional business sector skills and experience into Branch Leadership positions. Several peer libraries spoke of the value of bringing new and different (non-library) operational experience to deliver on the work of the libraries. In the case of FVRL, leadership positions have been filled with non-librarians. Similarly, Greater Victoria Public Library (GVPL) introduced new leadership positions into their District Model called Branch Supervisors, replacing the eliminated Branch Head position filled by librarians. These staffing decisions were borne out of a need to embed competencies that grow the library's management, supervisory and leadership capabilities. By staffing the management and supervisory positions with individuals that have administration (or similar) training and significant management and supervisory experience, this is evolving the 'business' of the branches. In the case of OPL, for their Coordinator positions, they have changed the academic qualifications and look for candidates with business degrees plus years of experience in the community.

With a focus on the outreach functions of libraries, EPL has implemented a similar innovative staffing element by hiring non-library staff to obtain skillsets that are needed within the branches for outreach, such as social workers, to work at branches with high needs (e.g. homelessness). Ottawa is also looking to implement this strategy, seeking to hire social workers.

In the case of GVPL, the driver for their staffing model changes was a result of needing to better serve their communities in order to achieve their strategic goals and fulfill strategic priorities. GVPL implemented a district model of library service whereby library branches were aligned within one of three districts. The implementation of GVPL's District Model required substantial changes to be made to the long standing traditional staffing model within the organization.

6.3.1.4 Amalgamation

Within the peer group of libraries, another common driver for change to the staffing model has been provincially-mandated amalgamation (HPL and OPL) whereby the service area has expanded to include outlying regions to the city. For Ottawa, the 25 branches within the regional municipality of Ottawa-Carleton merged with OPL's 8 branches to become one united Ottawa Public Library in 2001. For Hamilton, outlying townships were amalgamated into the City in 2001 and the Wentworth and Dundas libraries were integrated into the HPL single system with 23 branches. This growth to the library system initiated a focus on standardization and centralization, and over time each library system has matured and with that the staffing models have evolved.

6.3.1.5 Technology for Libraries

Across all peer library systems, the introduction of library automation (e.g. RFID, SSCKO, AMH systems) over the last decade and a half has been the trigger for many libraries to revisit and overhaul staffing models. Of those libraries that identified automation as a trigger for a staffing model change, there was a consistent approach to utilize the FTE savings from RFID to resource other library work such as offering more programs or to do new work, for example outreach rather than reducing FTE count. This is consistent with the observations noted in the Royal Society of Canada Expert Panel Report: The Future Now, Canada's Libraries, Archives and Public Memory where they state that library users are doing more, "increasingly, library users (especially younger ones) prefer using automated services without library staff intervening in the borrowing process, or while using documents or

library equipment. The organization of space and services must be presented in a way that the majority of users can locate and use whatever they need, without requiring assistance from library staff. This does not necessarily mean that libraries require fewer staff. They are using freed time to expand hours, staff new buildings or service, and provide better support for technology." (Demers, Patricia (Chair), Guylaine Beaudry, Pamela Bjornson, Michael Carroll, Carol Couture, Charlotte Gray, Judith Hare, Ernie Ingles, Eric Ketelaar, Gerald McMaster, Ken Roberts., 2014)

The opportunity presented by RFID, in many cases, resulted in a need to revisit roles and to retrain staff in order to support the new work. One of the libraries established a motto associated with its RFID conversation, as it pertained to the staffing model: *"retain and re-train".*

6.3.2   Organizational Structure, Roles & Reporting, Staffing Complements

6.3.2.1   Branch Clusters

Branch structure, both within the peer library group as well as the non-libraries interviewed, is primarily organized geographically, assigning groups of individual branches that are in close proximity to a specific cluster, and then across the clusters there is a focus on balancing the groupings based on branch size and 'busy-ness' (as measured in a variety of methods such as patron visits, check-ins and check-outs, program attendance, holds, reference questions, etc.).

While geography is used consistently in defining the clusters, other factors that are considered by some of the peer groups in defining the clusters include a mix of urban and rural branches and a deliberate matching of managers of branches to the management styles of the cluster leads. Several libraries noted doing rotations to mix up the relationships between the branch and cluster managers for cross-training and development purposes.

6.3.2.2   Branch Roles & Reporting

Roles within the branches vary across the peer library groups, however, there are typically Branch Management roles (Managers and Associate Managers), Supervisor roles (including Librarians, Coordinators, Public Service Supervisors), Librarian roles (some Librarians have discipline-focused titles such as Youth Services Librarian, Digital Librarian, etc., whereas some systems have implemented Generalist Librarians); Library Assistant roles; Circulation Services roles and Pages or Shelvers. More peer libraries are shifting the Librarian and Librarian Assistant roles away from specific discipline-focus to a more generalist or 'community' focus (e.g. shift from 'Adult Librarian'/ 'Youth Librarian'/ 'Branch Librarian' to 'Community Librarians'). This shift has enabled the work of the Librarians and Library Assistants to focus on the work of the community, outreach and programming generally. There has also been a shift towards ensuring a skillset specific to technology, several libraries are hiring digital literacy librarians and embedding them, for a period of time, into the branches.

Other shifting branch roles include adjusting "circulation roles" to include "public service" and "customer service" functions. Many libraries feel there is an overlap in duties across the positions that have circulation, collections, information services, customer service and some technical support. To respond to this overlap, some library systems have moved the work either 'up or down the ladder' eliminating one of the positions that has become redundant. (*The top of the ladder has roles with highest skill/qualifications whereas the bottom of the ladder has roles of less skill/qualifications.*)

GVPL, upon implementing their District Model, eliminated their Branch Head (Librarian) positions and their Circulation Supervisor positions. They created ten new Branch Supervisor (Non-Librarian) position responsible for branch oversight as well as creating three new District Coordinator (Librarian) positions to oversee the Districts. In terms of the changes 'up the ladder' GVPL assigned Senior Managers to Director portfolios in title and practice and the expanded their Management Team to include Directors (formerly Managers), Coordinators (formerly Branch Heads) and Advisors (now senior management support positions).

SFPL has been evaluating the overlap in the job duties with different classifications across the Library Pages, Library Assistants, and Library Technicians Is. They commented that they have one too many roles, however, in assessing whether they should move 'up or down the ladder' in terms of streamlining, they have grappled with whether their extra position is at the Library Assistant level (3610) or at the higher Library Technician (3616) level. This uncertainty stems from the fact that the evolving work of the library no longer matches the classifications.

In the non-library peer review, the community centers are clustered geographically, with a Manager overseeing a region. At the YMCA, one General Manager has oversight per branch. In terms of the organizational structure and roles, the YMCA divides its work at each branch into two core streams with Managers having oversight for either programming or membership services. The Manager role is primarily a coordinating and administrative function overseeing the functional Directors (e.g. aquatics, fitness, strength & conditioning, youth and pre-school on the programming side and membership sales and support on the membership side) in each discipline. Directors, in turn, develop the programs, supervise the staff and ensure quality delivery. Delivery staff is primarily instructors, trainers and camp counsellors. On the membership side, there are Director-level roles with accountability to attract, enroll and retain members. This work is facilitated by their direct reports (primarily front line staff who work at the membership desks to provide information about the programs and services, register new members, renew members and provide other membership services).

In the City of Vancouver Parks Board, the East or West Manager each have Community Recreation Supervisors who oversee 1 or 2 Community Centers. Within each Community Center there is a staff complement that is made up of 4 areas: Programming, Community Youth, Rec Facilities Clerk(s) and Building Maintenance.

6.3.2.3   Staffing Complements

For the peer libraries, as well as the non-libraries, the facility size, physical lay-out and volume of service offered in the branch serves to define the complement of staffing across the various roles. For example, in larger branches some libraries will have both a Manager and an Associate Manager (i.e. EPL) and some will have up to 3 Supervisors (i.e. OPL) whereas in smaller branches, there will not be an Associate Manager, and there may only be one Supervisor.

When looking at staffing complements, the CULC statistics included in Section 6.4.2 provides some insights into the relative percentage of Librarians on staff compared to the total FTE count. VPL had the highest percentage of Librarians at 26% of total FTEs. GVPL's ratio was 22%, Edmonton was 17% and both HPL and OPL was 14%. Although the Library Survey did not surface any industry best practice on a staff ratio for Librarians, this data does highlight that there are significant differences in the approaches to staffing models to achieve the goals of the organizations. Selected CULC branch activity levels can also be found in section 6.4.2.

One noteworthy consideration specific to staffing complement surfaced by two libraries was the assessment of differences in staffing complements at the Central library location versus other branches. Both HPL and SFPL found that the staffing within their branches was very lean in comparison to their staffing at their Central library. This was a trigger for evaluating how staff can be used more effectively and efficiently across the entire library system.

6.3.3   Positions & Responsibilities

With variation in position title and responsibilities across management, supervision, circulation, collections, programming, outreach, customer service, information services, technical support, and shelving in branch libraries, the peer group does not present a common practice. Given that there is not a 'branch best practice', but rather a need to consider both the internal and external drivers for branch service, any adjustments must be looked at from a system-wide perspective, not solely a branch-specific perspective.

To best portray the variation in positions and responsibilities of the differing library roles, Section 6.4.1 provides a view into each library branch's position and the responsibilities across functional branch activities including:

management, supervision, collections, circulation, programming, outreach, customer service/engagement, information services and technical support.

6.3.4   Scheduling

There is much consistency across the libraries and the non-libraries in their use of the following inputs to define their staffing schedules:

- Collective agreement
- Opening hours
- Planned programming and events (number and type of programs)
- Outreach activities
- Amount of circulation including holds and deliveries
- Number of patron visits (at what times of day)
- Size and configuration of branch (e.g. multiple floors)
- Pre-opening duties
- Team meetings and training
- Off-desk time
- Consideration of community needs (i.e. Branch in a sports complex & high school facility schedules 2 employees from 11:30-1:00 on the upper floor to ensure proper service to teens during lunch time)

The OPL has the ability to implement employee movement between branches within a 35 km radius. EPL has a Letter of Understanding in their collective agreement that allows Community Librarians and Youth Services Librarians flexible hours of work to allow them to better meet the needs of the community and to allow EPL the opportunity to schedule these librarians in a more beneficial way for the employee (e.g. a 10-hour shift vs a split shift).

A commonly identified theme across most libraries was that scheduling is not conducive to the convenience sought by patrons, as libraries are challenged to support patron-centered service which can span 24 x 7. In particular, supporting a 7 days/week model was identified as something that, for some libraries, has not been built into the collective agreement. Two areas highlighted as requiring more attention are staffing during closed hours and the use of automated tools to better support scheduling.

Unique to the City of Vancouver, Parks Board's scheduling strategy is their fairly recent move to annual zero based budgeting which projects staffing needs based on the strategic outcomes they seek to achieve.

6.3.5   Support Services

Support services to branches are provided in a variety of means across the library systems surveyed. The support functions are dispersed along a spectrum of centralization / decentralization, with some services being fully centralized (this was prevalent among those libraries that have their municipalities providing service in the areas of payroll, accounting, budgeting, some parts of HR, facilities and IT); some being performed in a hybrid capacity (some centralized components along with decentralized components); and some fully decentralized functions within the branches. There were no common practices here, as each system has its own unique distribution of service. The support functions that were identified within this spectrum include:

- Marketing
- Fund Development
- Communications, Public Affairs
- HR
- Workplace Health
- Training

- IT
- Finance
- Purchasing
- Facilities
- Security
- FOIP
- Risk Management
- Assessment and Research Collections
- Interlibrary Loans
- Programming
- Customer Service
- Accessibility support
- Digital Technology
- Volunteers

Some of the interesting findings in this area include:

- Economies of scale are gained by the municipality in providing shared services to the libraries and the other public institutions that the City supports. Shared service efficiency gains are often shared between the municipality and operating departments. The expectation in gaining these efficiencies is that the libraries should see more positive impacts to their budgets given the savings in back office functioning.
- Front office services, including activities within collections, circulation, programming, training, volunteer management, HR and technology support, are functions commonly performed in a hybrid capacity, whereby 'central' plays a role in defining the function and implementing, with the branches having a component of the execution. One of the libraries (OPL) noted that, at amalgamation, they were focused on a very strong centralized model in order to bring practices in line with the new library and new vision. However, as they evolved and have become a more mature organization today, this has allowed for greater decentralization.

6.3.6   Branch Model Strengths and Weaknesses

6.3.6.1   Strengths

Across the diverse models reviewed, the strengths that were highlighted spanned: enhanced customer service, enabling community-led practices, stronger team effectiveness, flexibility in staff location, and generalist roles. The following details some of the specifics noted by the participating libraries.

Support for Customer Service: OPL's philosophy has resulted in optimum customer service transitioning customers only as required, with employees no longer "chained" to a location. They are expected to be out in the community.

For GVPL, circulation staff is responsible for general reference and simplified readers' advisory. There are now more customer service clerks in action and they provide excellent and more extensive service (not as limited as in previous staffing structure). In addition, through the implementation of the District Model, new opportunities to improve customer service were identified, providing a new lens to identify areas in the organization that need to be improved/changed to meet the District Model goals (e.g. customer service, roles and responsibilities, leadership, desk coverage, customer service, staff coverage and program expectations).

Enabling Community-Led Philosophy: EPL has achieved its objective of having a Community Librarian at every service point, thus enabling its Community-Led Service Philosophy.

Stronger Team Effectiveness: At OPL, with the implementation of training to support staff through their transition to SPOS, they now have a much stronger team culture within each location.

At EPL, having a Manager (exempt position) at every service point has allowed for a span of control, effective performance management, and implementation of Business Plan actions. Managers engage in system-wide activities and teams. Also, Managers report to a Director who provides support, coaching and act as an advocate for branches within a system-wide context.

Flexibility in Staff Location and Roles: In terms of flexibility, EPL's "one-library one staff philosophy" has allowed for movement across branches now that managers are hired for EPL but assigned into a service point. EPL has also phased out subject specific librarians to allow for more flexibility and adapt to service mandates.

Other: Some of the additional strengths identified include: a collaborative model (all positons are within the same union) and positions are complementary; strategic recruitment where 'over hiring' is intentional in order to upskill the workforce and build a team of leaders for the future; and ongoing adjustments to the staffing model rather than waiting for it to get stale and having to do large wholesale changes.

The topic of roles and responsibilities was highlighted by some libraries as an area of strength, whereby some systems have clearer delineation of roles and responsibilities of branch staff and accordingly, they feel that this contributed positively to their culture. Whereas others identified ongoing challenges with obtaining clarity in roles and responsibilities, and as a result the buy-in to the changes was preventing a desired shift in the culture of the organization (see section below: Weaknesses).

6.3.6.2   Weaknesses

The weaknesses that were highlighted focused primarily on specific positions, staff competencies and culture change.

Specific Positions: Some of the positions highlighted as weaknesses include: EPL's Circulation Assistant position which has become redundant and the role is narrow, making it difficult to find the appropriate level of work for these individuals; cross over between Adult Page and Student Page duties; and Library Services Coordinators are within the bargaining unit and struggle with balancing their role as supervisors and being in the union.

GVPL noted a lack of clarity that they have in the role of librarians as a current weakness, with not much focus on community engagement ("still wait at the desk for them to come to us"). There is also confusion about who does what on the desk.

SFPL also noted overlap in job duties within different classifications as a weakness. This has been described in more detail in section 2.2 Branch Roles & Reporting.

Staff Competencies: Related to the above, several libraries have had difficulty in transitioning staff into new roles. For example, GVPL is still working on some gaps in their transition to new Branch Heads. They noted that this is not due to structure but instead the competencies of staff in current positions.

At HPL, it was noted that the role of the circulation clerk was disappearing, however the skillsets of staff in those roles are insufficient for the information services requirements that exist (e.g. reference).

Culture Change: Given the amount of change across most libraries there are varying degrees of buy-in from staff, and this has impacted the extent and speed of change to culture. For OPL, they identified that a sense of devaluation of the professional role, when librarians are expected to deal with membership and account issue, is a weakness and is contributing to the slower pace of change. They also suggested that their Customer Service Assistants feel they are taking on a more professional role, and this puts further pressure on the level of buy-in.

6.3.7   Practices to Balance Public Service Work 'In Branch' vs 'Out of Branch'

A variety of practices have been implemented across the peer libraries to balance the public services work that

crosses branches and communities. There were five areas highlighted in which the differing practices have been implemented.

Focus on Planning and Data Tracking/Analytics: At EPL, a focus on planning supports the balance of work, whereby Community Librarians complete Annual Work Plans and objectives for staff that are nested in EPL's Business Plan. OPL's planning work is focused both at a policy level as well as implementation with the creation of community development guidelines to inform branch programs and services, including an accompanying toolkit.

In terms of data tracking an analytics, OPL is better tracking staff time through the use of shared Outlook calendars. They are also making greater use of analytical tools to better understand community needs and profiles (e.g. Environics Analytics), and they are encouraging employees to be more familiar with the City's Intranet which also provides interesting data on neighbourhoods, communities, diversity, etc.

Roles: GVPL's removal of librarians as Branch Heads has been an effective practice. However, this continues to be a work in progress as they need, and currently are working on, refining the role of Public Service librarians to ensure in and out of branch work is effective and supports the strategic goals. Also at GVPL, Library Assistants have been given more authority over program delivery and circulation staff more opportunities to provide customer service. In summary, they have seen more flexibility around staff roles in the branch and customer service.

At EPL, Library Assistants are involved in Outreach activities to support Community-Led work.

Staff Development & Leaderships Skills: EPL's Student Page Supervisors (LAs) have been given experience with supervision and Community Librarians have supervisory and recruitment experience with Summer Programmers. These accountabilities have helped to grow the skillset required to deliver on in and out of branch work.

At OPL, the management team is finding ways to empower its leadership team (coordinators, supervising librarians, public supervisors) to deal with administrative issues and performance management and better understand what is feasible with the collective agreement.

Identification of Efficiencies in Work 'Inside the Library': Many of the libraries are actively conducting studies, assessments, time audits, and lean reviews of services in order to find efficiencies to allow for expanded service, including hours. Within these reviews, changes to processes of materials handling, centralized selection of materials (reduce processing), and re-direction of contract work for cost-effectiveness and service have been implemented.

Implementation of a Programming Model: EPL's ability to establish balance between in and out of branch work has been aided by its model to establish foundational programs that are consistent across service points (increased efficiency in program prep time). They have also stopped doing programming that does not align with the principles of the model.

Of interest when considering EPL's programming model is that their 2014 programs offered and program attendance was the highest of all of the peer libraries, with EPL offering 13,064 programs (with the next closest Canadian library, VPL, offering 9,366 programs) and 342,694 program attendees (VPL had 240,352). Overall EPL has fewer staff than VPL.

6.3.8   Critical Staffing Issues Libraries Are Facing

Issues related to competencies and role clarity appear to be having the greatest staffing impacts on libraries.

Many library systems are finding that hiring for competencies that meet changing expectations for meaningful and relevant customer service and community service is an ongoing challenge. As well, it is felt that technology is still not being adopted by staff on the scale it needs to be.

Both libraries and the non-libraries that participated in this study found that there is significant difficulty in recruiting to management positions given the typical skillsets and education of librarians and recreation professionals (in the case of the YMCA and the Parks Board). Both noted that their respective training (Library School and post-secondary Recreation Training) do not adequately prepare students to be supervisors, managers, and leaders in operations.

In terms of role clarity, the pace of change in the nature of library work is happening more quickly than the understanding of what library work means for staff. As a result, it is difficult to define roles that accurately reflect the changing nature of the work. For example, the Information Desk is in a period of transition and, with this, there is a lack of understanding of who should be performing this function. Another example given was specific to the decrease in physical circulation resulting in challenges to align the roles and demands of staffing levels associated with these tasks.

6.4 Survey Appendices

6.4.1 Branch Activities by Position, By Library

Branch activities templates were submitted by Edmonton, Greater Victoria, San Francisco, Ottawa and Vancouver Public Libraries.

Edmonton Public Library	Manager (Exempt)	Associate Manager (Exempt)	Librarian	Library Service Coordinator	Library Assistant	Page
Management						
Vision and Planning	√	√	√	√		
Meetings	√	√	√	√		
Branch Administration	√	√		√		
Physical Plant	√	√		√		
Security	√	√		√		
Supervision						
Staff Scheduling	√	√		√		
Replacement Staffing	√	√		√		
Time Reporting	√	√		√		
Performance Management	√	√	√	√		
Branch Open/Close					√	
Circulation						
Patron Registration/Cards			√		√	
Drop Box						√
Checkin						√
Checkout					√	
Holds						√
Fines	√		√	√	√	
Collections						
Collection Maint/Renewal		√	√	√	√	√
Collection Display			√		√	
Weeding					√	√
Reading						√
Shelving						√
Book Sales				√		
Programming						
Program Registration & Follow/UP					√	
Program Setup					√	
Program Development			√		√	
Program Familiarization			√		√	
Program Delivery			√		√	
Outreach						
Build Partnerships	√	√	√		√	
Customer Service/Engagement						
Engage and Support Patrons	√	√	√	√	√	√
Information Services						
Directional			√	√	√	√
Specific Reference			√	√	√	
General Reference					√	
Technical Support						
Signon Assistance			√		√	
Data Access Assistance			√		√	
Laptop/Tablet Assistance			√		√	
Printing Assistance			√		√	

Greater Victoria Public Library	Manager	Librarian	Supervisor	Library Technician	Library Assistant	Shelver
				GVPL LA	GVPL CA	
Management						
Vision and Planning	x	x	x			
Meetings	x	x	x			
Branch Administration	x	x	x			
Physical Plant	x	x	x			
Security	x	x	x			
Supervision						
Staff Scheduling		x	x			
Replacement Staffing		x	x			
Time Reporting	x					
Performance Management	x		x			
Branch Open/Close		x	x			
Circulation						
Patron Registration/Cards		x	x	x		
Drop Box			x			x
Checkin			x		x	x
Checkout			x		x	
Holds			x		x	x
Fines			x		x	
Collections						
Collection Maint/Renewal		x				
Collection Display				x	x	x
Weeding		x				
Reading						x
Shelving						x
Book Sales			x	x	x	
Programming						
Program Registration & Follow/UP					x	
Program Setup		x	x	x		x
Program Development		x	x	x		
Program Familiarization		x	x	x		
Program Delivery		x	x	x		
Outreach						
Build Partnerships	x	x	x	x	x	
Customer Service/Engagement		x	x	x		
Engage and Support Patrons						
Information Services						
Directional		x	x	x	x	
Specific Reference		x				
General Reference		x		x	x	
Technical Support						
Signon Assistance		x	x	x	x	
Data Access Assistance		x	x	x	x	
Laptop/Tablet Assistance		x	x	x	x	
Printing Assistance		x	x	x	x	

San Francisco Public Library	3634 Librarian III / District Manager	3632 Librarian II/ Branch Manager	3630 Librarian I	3616 Library Technician I	3618 Library Technician II	3610 Library Assistant	3602 Page
Management							
Vision and Planning	√	√	√		√		
Meetings	√	√					
Branch Administration	√	√			√		
Physical Plant	√	√					
Security	√	√	√	√	√	√	√
Supervision							
Staff Scheduling	√	√			√		
Replacement Staffing	√	√			√		
Time Reporting	√	√			√		
Performance Management	√	√			√		
Branch Open/Close		√*	√*	√	√	√	√
Circulation							
Patron Registration/Cards		√*	√*	√	√	√	√
Drop Box		√*	√*	√	√	√	√
Checkin		√*	√*	√	√	√	√
Checkout		√*	√*	√	√	√	√
Holds		√*	√*	√	√	√	√
Fines		√*	√*	√	√	√	√
Collections							
Collection Maint/Renewal		√	√				
Collection Display		√	√				
Weeding		√	√				
Reading		√*	√*	√	√	√	√
Shelving		√*	√*	√	√	√	√
Book Sales		n/a	n/a	n/a	n/a	n/a	n/a
Programming							
Program Registration & Follow/UP		√	√				
Program Setup		√*	√*	√	√	√	√
Program Development	√	√	√				
Program Familiarization		√	√				
Program Delivery		√	√				
Outreach							
Build Partnerships	√	√	√				
Customer Service/Engagement							
Engage and Support Patrons	√	√	√				
Information Services							
Directional	√	√	√	√	√	√	√
Specific Reference		√	√				
General Reference		√	√	√	√		
Technical Support							
Signon Assistance		√	√	√	√	√*	√*
Data Access Assistance		√	√	√	√	√*	√*
Laptop/Tablet Assistance		√	√	√	√	√*	√*
Printing Assistance		√	√	√	√	√*	√*

Legend
Primary responsibility
√* = assist when necessary, but not typical task
Note 1: Sales of donated books are conducted by The Friends of SFPL.
Note 2: To clarify, the Technicians do simple ready reference, such as placing reserves on titles for patrons. More complex or specialized reference is conducted by Librarians.

Ottawa Public Library	Public Service Manager (Exempt)	Librarian	Coordinators; Supervising Librarians; Pubilc Service Supervisors	Children's Programming & Public Service Assts, Public Service Assitants	Customer Service Assistants	Page
Management						
Vision and Planning	√		√			
Meetings	√	√	√	√		
Branch Administration	√		√			
Physical Plant	√		√			
Security						
Supervision						
Staff Scheduling			√			
Replacement Staffing			√			
Time Reporting			√			
Performance Management	√		√			
Branch Open/Close		√	√	√		
Circulation						
Patron Registration/Cards		√	√	√	√	
Drop Box					√	√
Checkin					√	√
Checkout		√	√	√	√	
Holds		√	√	√	√	
Fines		√	√	√	√	
Collections						
Collection Maint/Renewal		√	√	√		
Collection Display		√	√	√	√	
Weeding		√	√	√		
Reading						√
Shelving						√
Book Sales						
Programming						
Program Registration & Follow/UP		√	√	√	√	
Program Setup		√		√		
Program Development		√	√	√		
Program Familiarization		√	√	√		
Program Delivery		√	√	√		
Outreach						
Build Partnerships	√	√	√	√		
Customer Service/Engagement						
Engage and Support Patrons	√	√	√	√	√	√
Information Services						
Directional		√	√	√	√	√
Specific Reference		√	√	√		
General Reference		√	√	√	√	
Technical Support						
Signon Assistance		√	√	√	√	
Data Access Assistance		√	√	√		
Laptop/Tablet Assistance		√	√	√	√	
Printing Assistance		√	√	√	√	

Fraser Valley Regional Library	Library Manager (Exempt)	Commnity Librarian	Librarian	Supervisor	Library Technician CSA2	Library Assistant CSA1	Page
Management							
Vision and Planning	yes	yes	yes	sometimes	sometimes	no	no
Meetings (not incl. Branch staff mtg)	yes	yes	yes	yes	attend	attend	no
Branch Administration	yes	yes	partial	partial	no	no	no
Physical Plant	yes	yes	yes	yes	no	no	no
Security	yes	yes	yes	yes	acting	acting	no
Supervision							
Staff Scheduling	planning not doing	yes	yes	yes	no	no	no
Replacement staffing	planning not doing	yes	yes	yes	as needed	as needed	no
Time Reporting	yes	yes	yes	yes	only self	only self	only self
Performance Management	yes	coach	coach	coach	no	no	no
Branch Open/Close Responsibility	when present	yes	yes	yes	as needed	as needed	no
Circulation							
Patron Registration/Cards	no	yes	yes	yes	yes	yes	no
Book Drop	no	no	no	yes	yes	yes	no
Checkin	no	occassional	occassional	yes	yes	yes	no
Checkout	no	occassional	occassional	yes	yes	yes	no
Holds	no	occassional	yes	yes	yes	yes	no
Fines	assist in disputes	yes	yes	yes	yes	yes	no
Collections							
Collection/Maint/Renewal	oversee not do	yes	yes	yes	yes	yes	no
Collection Display	no	yes	yes	yes	yes	yes	no
Weeding	no	yes	yes	yes	yes	only pulling	yes
Shelf Reading	no	rarely	yes	yes	yes	yes	yes
Shelving	no	very rare	occassional	yes	as needed	yes	yes
Book Sales/Donations	no - oversee budget	assing others	yes	yes	yes	yes	no
Programming							
Program Registration & Follow-up	no	yes	yes	yes	yes	no	no
Program Setup	no	yes	yes	yes	yes	yes	no
Program Development	leadership	yes	yes	yes	yes	no	no
Program Familiarization	yes	yes	yes	yes	yes	yes	no
Program Delivery	no	yes	yes	yes	yes	no	no
Community Engagement							
Build Partnerships	yes	yes	yes	yes	yes	no	no
Customer Service/Engagement							
Engage and Support Patrons	with stakeholders	yes	yes	yes	yes	yes	directional
Information Services							
Directional	no	yes	yes	yes	yes	yes	yes
Specific Reference (Specific Item)	no	yes	yes	yes	yes	yes	as needed
General Reference	no	yes	yes	yes	yes	yes	no
Technical Support							
Sign on Assistance	no	yes	yes	yes	yes	yes	no
Data Access Assistance	no	yes	yes	yes	yes	yes	no
Laptop/Tablet Assistance	no	yes	yes	yes	yes	yes	no
Printing Assistance	no	yes	yes	yes	yes	yes	no

Vancouver Public Library	Neighbourhood Manager (Exempt)	Branch Head	Librarian	Supervisor	Library Technician	Library Assistant	Shelver
Management							
Vision and Planning	√	√	√				
Meetings (not incl. branch staff mtg.)	√	√	√	√	√		
Branch Administration		√		√			
Physical Plant		√		√			
Security		√	√	√	√		
Supervision							
Staff Scheduling				√			
Replacement Staffing				√			
Time Reporting				√			
Performance Management		√		√			
Branch Open/Close Responsibility		√	√	√	√		
Circulation							
Patron Registration/Cards				√		√	
Book Drop				√		√	
Checkin				√		√	
Checkout				√		√	
Holds				√		√	
Fines				√		√	
Collections							
Collection Maint/Renewal		√	√		√		
Collection Display			√		√		
Weeding		√	√		√		
Shelf Reading						√	√
Shelving						√	√
Book Sales/Donations			√		√	√	
Programming							
Program Registration & Follow/Up			√		√	√	
Program Setup			√		√	√	
Program Development			√		√		
Program Familiarization			√		√		
Program Delivery	√		√		√		
Community Engagement							
Build Partnerships		√	√		√		
Customer Service/Engagement							
Engage and Support Patrons		√	√	√	√	√	√
Information Services							
Directional		√	√	√	√	√	√
Specific Reference (Specific Item)		√	√	√	√	√	
General Reference		√	√		√		
Technical Support							
Sign on Assistance		√	√	√	√	√	
Data Access Assistance					√		
Laptop/Tablet Assistance					√		
Printing Assistance		√	√	√	√	√	

6.4.2 CULC Comparative Statistics

Locations	No of Loc.	Annual Open Branch Hours	Staffing				Annual Circulation	Annual In Person Visits	
			Librarians (FTEs)		Total FTEs				
		2015	2013	2014	2013	2014	2014	2013	2014
Vancouver Public Library	22	63,830	131.7	131.7	505.1	497.8	9,010,176	6,904,136	6,804,418
Fraser Valley Regional Library	25	67,236	40.6		232.8		6,781,757	n/a	
Greater Victoria Public Library	10	30,810	37.7	41.1	182.9	189.3	6,190,878	2,669,400	2,512,237
Edmonton Public Library	21	63,024	79.0	80.6	436.0	478.7	10,403,317	5,218,136	5,332,337
Hamilton Public Library	24	47,996	43.0	43.0		309.1	6,771,766	3,727,950	3,548,075
Ottawa Public Library	33	76,612	105.4	64.9	453.7	458.9	10,990,234	4,812,608	4,806,932
San Francisco Public Library	29	73,372	207.0		688.18		10,846,420	7,424,786	6,762,742

*waiting for statistics

2014 Staff Hours Per Hours Open

Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Staff Hours per Hours
GVPL	Juan de Fuca	19,260	2,966	20.81
Ottawa	Nepean Centrepointe	36,940	3,150	16.54
Ottawa	Beaverbrook	23,896	2,900	12.65
Ottawa	Greenboro District Library	29,000	3,150	12.06
Ottawa	Cumberland	24,500	3,150	11.27
FVRL	Maple Ridge Public Library	36,910	3,300	11.01
FVRL	Clearbrook Library	20,000	3,250	10.49
GVPL	Nellie McClung	13,697	2,816	9.71
Ottawa	Ruth E Dickinson	19,000	2,900	9.57
GVPL	Oak Bay	11,352	2,816	9.26
Ottawa	Alta Vista	15,198	2,700	8.82
Ottawa	Sunnyside	12,014	2,700	8.76
Ottawa	Orléans	17,182	2,900	8.52
VPL	Kitsilano	9,501	3,085	8.14
FVRL	Chilliwack Library	15,500	3,150	8.08
VPL	Oakridge	13,020	3,205	7.92
Ottawa	St-Laurent	13,540	2,700	7.81
VPL	Mount Pleasant	11,997	3,916	7.78
VPL	Renfrew	16,000	3,205	7.74
VPL	Champlain Heights	8,350	2,549	7.40
FVRL	Terry Fox Library	15,000	3,100	7.32
GVPL	Bruce Hutchison	9,706	2,966	7.30
FVRL	George Mackie Library	11,404	3,200	7.08
GVPL	Saanich Centennial	12,492	2,966	7.02
VPL	Hastings	8,845	2,546	6.99
VPL	Kerrisdale	5,703	2,550	6.61
FVRL	Mission Library	15,000	3,100	6.47
VPL	Kensington	7,274	2,347	6.37
VPL	Joe Fortes	4,713	3,003	6.31
Ottawa	Centennial	9,744	2,700	6.29
VPL	Dunbar	6,402	2,341	6.24
VPL	Firehall	6,628	2,266	6.10
Ottawa	Emerald Plaza	10,528	2,700	6.09
VPL	Fraserview	8,070	2,346	6.06
VPL	Britannia	9,695	3,073	6.00
VPL	South Hill	5,036	2,347	5.93
FVRL	Langley City Library	16,707	3,350	5.84
VPL	Marpole	3,572	2,365	5.75
Ottawa	North Gloucester	14,300	2,900	5.74
VPL	Terry Salman	7,586	3,916	5.71
VPL	West Point Grey	5,100	2,446	5.70
GVPL	GVPL - Emily Carr	5,509	2,666	5.54
GVPL	Esquimalt	8,619	2,816	5.40
Ottawa	Rideau	7,277	2,700	5.16
VPL	Collingwood	5,197	2,294	4.88
Ottawa	Stittsville	12,700	2,900	4.83
FVRL	Walnut Grove Library	6,000	3,300	4.71
FVRL	White Rock Library	10,053	2,900	4.65
FVRL	Tsawwassen Library	7,920	3,200	4.62
FVRL	Sardis Library	10,500	3,150	4.55
FVRL	Pitt Meadows Public Library	11,400	3,100	4.46
FVRL	Ladner Pioneer Library	12,000	3,200	4.13
FVRL	Muriel Arnason Library	5,700	3,100	4.11
Ottawa	Blackburn Hamlet	7,333	2,700	4.04
FVRL	Murrayville Library	12,476	3,100	4.02
Ottawa	Manotick	4,629	2,175	3.01
VPL	Strathcona	3,497	2,254	2.98
GVPL	Goudy	2,044	2,650	2.84
Ottawa	North Gower	2,364	1,600	2.70
Ottawa	Vanier	7,308	2,425	2.64
Ottawa	Constance Bay	519	950	2.62
VPL	Carnegie	1,937	4,358	2.58
Ottawa	Carp	5,733	2,575	2.53
Ottawa	Metcalfe Village	1,468	1,150	2.52
Ottawa	Vernon	1,366	925	2.18
FVRL	Yarrow Library	1,209	1,350	2.13
Ottawa	Munster	1,000	1,200	2.05
FVRL	Yale Library	318	600	1.78
FVRL	Brookswood Library	2,000	2,050	1.77
FVRL	Fort Langley Library	900	1,675	1.74
Ottawa	Fitzroy Harbour	673	600	1.64
Ottawa	Richmond	2,804	1,700	1.48
Ottawa	Carlingwood	19,693	27,000	1.25
FVRL	Mount Lehman Library	491	800	1.14
Ottawa	Osgoode	3,412	1,400	1.13

	Floor Space (Square Ft)	Branch Hours Open	Staff Hours per Hours
Average	9,952	2,928	5.93
Median	8,619	2,816	5.75
10% above average	10947.36	3220.79	6.52
10% below average	8956.93	2635.19	5.34
25% above average	12440.18	3659.98	7.41
25% below average	7464.11	2195.99	4.45

VPL - 6 branches above average staff hours

* libraries that provided data after July 11 will be included in implementation

2014 Circulation Per Hours Open

Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours	Circulation per Hours Open
FVRL	Clearbrook Library	20,000	3,250	308.39
GVPL	Nellie McClung	13,697	2,816	306.14
GVPL	Oak Bay	11,352	2,816	285.54
GVPL	Juan de Fuca	19,260	2,966	208.63
FVRL	Chilliwack Library	15,500	3,150	203.17
VPL	Renfrew	16,000	3,205	188.67
GVPL	Bruce Hutchison	9,706	2,966	187.53
GVPL	Saanich Centennial	12,492	2,966	180.24
VPL	Kitsilano	9,501	3,085	180.23
VPL	Oakridge	13,020	3,205	176.34
Ottawa	Ruth E Dickinson	19,000	2,900	172.86
FVRL	Maple Ridge Public Library	36,910	3,300	161.46
Ottawa	Nepean Centrepointe	36,940	3,150	156.44
VPL	Champlain Heights	8,350	2,549	147.27
FVRL	Terry Fox Library	15,000	3,100	145.73
Ottawa	Hazeldean	9,713	2,900	142.47
VPL	Kerrisdale	5,703	2,550	138.41
Ottawa	Cumberland	24,500	3,150	138.11
VPL	Terry Salman	7,586	3,916	135.81
Ottawa	Sunnyside	12,014	2,700	133.38
VPL	Joe Fortes	4,713	3,003	132.18
VPL	Dunbar	6,402	2,341	131.56
FVRL	Mission Library	15,000	3,100	128.39
GVPL	Esquimalt	8,619	2,816	128.21
VPL	West Point Grey	5,100	2,446	127.96
FVRL	Sardis Library	10,500	3,150	127.42
FVRL	Abbotsford Community Library	11,000	3,100	126.51
Ottawa	Orléans	17,182	2,900	124.06
VPL	Hastings	8,845	2,546	121.18
Ottawa	Greenboro District Library	29,000	3,150	119.34
VPL	Kensington	7,274	2,347	118.78
GVPL	GVPL - Emily Carr	5,509	2,666	115.28
Ottawa	Beaverbrook	23,896	2,900	114.08
VPL	Mount Pleasant	11,997	3,916	113.75
VPL	Firehall	6,628	2,266	113.02
FVRL	George Mackie Library	11,404	3,200	109.32
Ottawa	Emerald Plaza	10,528	2,700	107.26
Ottawa	Alta Vista	15,198	2,700	105.68
VPL	South Hill	5,036	2,347	104.68
VPL	Marpole	3,572	2,365	103.53
VPL	Britannia	9,695	3,073	102.03
Ottawa	Rosemount	6,089	2,700	95.14
FVRL	Walnut Grove Library	6,000	3,300	93.86
VPL	Fraserview	8,070	2,346	89.35
FVRL	White Rock Library	10,053	2,900	87.90
Ottawa	St-Laurent	13,540	2,700	85.88
FVRL	Muriel Arnason Library	5,700	3,100	80.90
GVPL	GVPL - Central Saanich	1,209	1,350	80.60
FVRL	Langley City Library	16,707	3,350	80.14
Ottawa	North Gloucester	14,300	2,900	76.97
FVRL	Ladner Pioneer Library	12,000	3,200	76.17
FVRL	Tsawwassen Library	7,920	3,200	75.55
Ottawa	Elmvale Acres	7,493	2,700	71.77
Ottawa	Stittsville	12,700	2,900	68.96
Ottawa	Centennial	9,744	2,700	66.48
FVRL	Murrayville Library	12,476	3,100	63.34
VPL	Collingwood	5,197	2,294	59.93
GVPL	Goudy	2,044	2,650	58.28
Ottawa	Rideau	7,277	2,700	57.47
FVRL	Aldergrove Library	4,000	2,900	57.32
FVRL	Pitt Meadows Public Library	11,400	3,100	54.27
Ottawa	Manotick	4,629	2,175	49.83
VPL	Strathcona	3,497	2,254	45.89
FVRL	Agassiz Library	4,500	2,200	44.29
Ottawa	Rockcliffe Park	3,005	1,850	39.44
FVRL	Brookswood Library	2,000	2,050	38.79
VPL	Carnegie	1,937	4,358	36.91
Ottawa	Vanier	7,308	2,425	36.11
Ottawa	Blackburn Hamlet	7,333	2,700	34.39
Ottawa	Carp	5,733	2,575	33.18
Ottawa	Greely	3,000	1,250	32.79
FVRL	Yarrow Library	1,209	1,350	30.27
FVRL	Fort Langley Library	900	1,675	29.63
Ottawa	Osgoode	3,412	1,400	28.64
Ottawa	North Gower	2,364	1,600	28.61
Ottawa	Richmond	2,804	1,700	25.59
Ottawa	Metcalfe Village	1,468	1,150	23.54
Ottawa	Constance Bay	519	950	22.19
Ottawa	Munster	1,000	1,200	22.00
FVRL	Mount Lehman Library	491	800	20.08
Ottawa	Carlingwood	19,693	27,000	18.10
FVRL	Boston Bar Library	1,000	600	16.32
Ottawa	Fitzroy Harbour	673	600	15.73
FVRL	Yale Library	318	600	13.09
Ottawa	Vernon	1,366	925	9.16

	Floor Space (Square Ft)	Branch Hours Open	Circulation per Hours Open
Average	9,381	2,837	98.19
Median	7,920	2,700	93.86
10% above average	10319.55	3120.75	108.01
10% below average	8443.27	2553.34	88.37
25% above average	11726.76	3546.31	122.73
25% below average	7036.06	2127.79	73.64

VPL - 13 above average; includes SSCKO

* libraries that provided data after July 11 will be included in implementation

				2014 Visits Per Hours Open				
Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Visits per Hours Open			Floor Space (Square Ft)	Branch Hours Open	Visits per Hours Open

Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Visits per Hours Open
VPL	Oakridge	13,020	3,205	141.24
FVRL	Tsawwassen Library	7,920	3,200	140.55
GVPL	Oak Bay	11,352	2,816	139.93
VPL	Mount Pleasant	11,997	3,916	115.47
VPL	Renfrew	16,000	3,205	111.76
VPL	Joe Fortes	4,713	3,003	110.92
GVPL	Nellie McClung	13,697	2,816	108.57
Ottawa	Cumberland	24,500	3,150	108.06
FVRL	Maple Ridge Public Library	36,910	3,300	107.33
Ottawa	Ruth E Dickinson	19,000	2,900	102.47
VPL	Kitsilano	9,501	3,085	101.66
FVRL	George Mackie Library	11,404	3,200	101.59
FVRL	Chilliwack Library	15,500	3,150	97.29
VPL	Carnegie	1,937	4,358	97.14
FVRL	Abbotsford Community Library	11,000	3,100	96.15
VPL	Britannia	9,695	3,073	95.46
FVRL	Clearbrook Library	20,000	3,250	94.12
Ottawa	Alta Vista	15,198	2,700	89.72
Ottawa	Nepean Centrepointe	36,940	3,150	89.56
Ottawa	Beaverbrook	23,896	2,900	87.53
GVPL	Bruce Hutchison	9,706	2,966	86.62
VPL	Terry Salman	7,586	3,916	82.95
VPL	Kerrisdale	5,703	2,550	80.57
VPL	Champlain Heights	8,350	2,549	79.93
Ottawa	Greenboro District Library	29,000	3,150	77.56
GVPL	Juan de Fuca	19,260	2,966	77.38
Ottawa	Sunnyside	12,014	2,700	75.91
VPL	West Point Grey	5,100	2,446	74.16
FVRL	Mission Library	15,000	3,100	73.19
VPL	Dunbar	6,402	2,341	72.69
GVPL	Saanich Centennial	12,492	2,966	71.13
FVRL	Langley City Library	16,707	3,350	69.26
VPL	Kensington	7,274	2,347	69.24
VPL	Strathcona	3,497	2,254	69.08
VPL	Firehall	6,628	2,266	68.87
VPL	South Hill	5,036	2,347	68.62
VPL	Hastings	8,845	2,546	65.80
Ottawa	Hazeldean	9,713	2,900	63.66
VPL	Marpole	3,572	2,365	62.20
FVRL	Terry Fox Library	15,000	3,100	61.70
FVRL	Walnut Grove Library	6,000	3,300	61.28
Ottawa	North Gloucester	14,300	2,900	60.48
Ottawa	Centennial	9,744	2,700	59.07
GVPL	GVPL - Emily Carr	5,509	2,666	58.94
Ottawa	St-Laurent	13,540	2,700	57.56
GVPL	Esquimalt	8,619	2,816	57.06
Ottawa	Orléans	17,182	2,900	56.19
Ottawa	Rideau	7,277	2,700	53.57
VPL	Fraserview	8,070	2,346	52.55
Ottawa	Emerald Plaza	10,528	2,700	51.13
FVRL	White Rock Library	10,053	2,900	47.10
FVRL	Ladner Pioneer Library	12,000	3,200	44.10
GVPL	GVPL - Central Saanich	1,209	1,350	41.57
FVRL	Sardis Library	10,500	3,150	40.29
FVRL	Agassiz Library	4,500	2,200	37.90
VPL	Collingwood	5,197	2,294	37.77
Ottawa	Rosemount	6,089	2,700	37.41
Ottawa	Elmvale Acres	7,493	2,700	33.44
FVRL	Muriel Arnason Library	5,700	3,100	30.82
FVRL	Murrayville Library	12,476	3,100	26.14
GVPL	Goudy	2,044	2,650	26.11
FVRL	Aldergrove Library	4,000	2,900	24.71
FVRL	Brookswood Library	2,000	2,050	24.24
Ottawa	Blackburn Hamlet	7,333	2,700	22.96
Ottawa	Vanier	7,308	2,425	21.79
FVRL	Fort Langley Library	900	1,675	21.48
Ottawa	Manotick	4,629	2,175	20.23
Ottawa	Stittsville	12,700	2,900	19.28
FVRL	Yarrow Library	1,209	1,350	15.85
FVRL	Pitt Meadows Public Library	11,400	3,100	14.79
FVRL	Mount Lehman Library	491	800	14.69
Ottawa	Rockcliffe Park	3,005	1,850	14.30
Ottawa	Richmond	2,804	1,700	11.97
Ottawa	Constance Bay	519	950	11.89
Ottawa	Carp	5,733	2,575	11.84
Ottawa	Carlingwood	19,693	27,000	11.78
Ottawa	Munster	1,000	1,200	11.33
Ottawa	Metcalfe Village	1,468	1,150	11.30
Ottawa	Osgoode	3,412	1,400	10.82
Ottawa	Greely	3,000	1,250	9.72
Ottawa	North Gower	2,364	1,600	9.63
Ottawa	Fitzroy Harbour	673	600	5.42
FVRL	Boston Bar Library	1,000	600	5.08
FVRL	Yale Library	318	600	4.46
Ottawa	Vernon	1,366	925	2.65

	Floor Space (Square Ft)	Branch Hours Open	Visits per Hours Open
Average	9,381	2,837	57.53
Median	7,920	2,700	59.07
10% above average	10319.55	3120.75	63.28
10% below average	8443.27	2553.34	51.77
25% above average	11726.76	3546.31	71.91
25% below average	7036.06	2127.79	43.14

VPL - 17 libraries above average

* libraries that provided data after July 11 will be included in implementa

				2014 Questions Per Hours Open				
Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Questions per Hours Open			Floor Space (Square Ft)	Branch Hours Open	Questions per Hours Open
VPL	Joe Fortes	4,713	3,003	18.81	Average	9,381	2,837	5.25
VPL	Carnegie	1,937	4,358	17.24	Median	7,920	2,700	4.18
Ottawa	Cumberland	24,500	3,150	16.57	10% above average	10319.55	3120.75	5.78
Ottawa	Rosemount	6,089	2,700	16.33	10% below average	8443.27	2553.34	4.73
Ottawa	Centennial	9,744	2,700	14.63	25% above average	11726.76	3546.31	6.57
VPL	Firehall	6,628	2,266	11.53	25% below average	7036.06	2127.79	3.94
FVRL	Clearbrook Library	20,000	3,250	10.79				
FVRL	Maple Ridge Public Library	36,910	3,300	10.61	VPL 12 above average			
VPL	Kitsilano	9,501	3,085	10.56				
Ottawa	Sunnyside	12,014	2,700	10.33	* libraries that provided data after July 11 will be included in implementation			
VPL	Oakridge	13,020	3,205	9.60				
GVPL	Nellie McClung	13,697	2,816	9.57				
VPL	Mount Pleasant	11,997	3,916	9.54				
Ottawa	Alta Vista	15,198	2,700	9.37				
GVPL	Oak Bay	11,352	2,816	9.04				
Ottawa	Elmvale Acres	7,493	2,700	9.04				
FVRL	Chilliwack Library	15,500	3,150	8.27				
Ottawa	Nepean Centrepointe	36,940	3,150	7.94				
VPL	Renfrew	16,000	3,205	7.70				
VPL	Champlain Heights	8,350	2,549	7.54				
VPL	Britannia	9,695	3,073	7.53				
Ottawa	Greenboro District Library	29,000	3,150	6.94				
Ottawa	Orléans	17,182	2,900	6.84				
VPL	Terry Salman	7,586	3,916	6.60				
Ottawa	Beaverbrook	23,896	2,900	6.38				
VPL	West Point Grey	5,100	2,446	6.11				
Ottawa	Hazeldean	9,713	2,900	6.05				
FVRL	Langley City Library	16,707	3,350	5.86				
VPL	South Hill	5,036	2,347	5.79				
VPL	Kensington	7,274	2,347	5.70				
Ottawa	Ruth E Dickinson	19,000	2,900	5.62				
GVPL	Juan de Fuca	19,260	2,966	5.60				
VPL	Kerrisdale	5,703	2,550	5.41				
VPL	Hastings	8,845	2,546	5.29				
FVRL	White Rock Library	10,053	2,900	4.90				
FVRL	Boston Bar Library	1,000	600	4.88				
VPL	Dunbar	6,402	2,341	4.61				
Ottawa	North Gloucester	14,300	2,900	4.57				
FVRL	Pitt Meadows Public Library	11,400	3,100	4.56				
VPL	Marpole	3,572	2,365	4.34				
FVRL	Mission Library	15,000	3,100	4.29				
FVRL	Yale Library	318	600	4.27				
FVRL	Terry Fox Library	15,000	3,100	4.18				
FVRL	Brookswood Library	2,000	2,050	4.00				
FVRL	Abbotsford Community Library	11,000	3,100	3.99				
VPL	Fraserview	8,070	2,346	3.85				
Ottawa	Rideau	7,277	2,700	3.72				
FVRL	Sardis Library	10,500	3,150	3.70				
FVRL	Tsawwassen Library	7,920	3,200	3.59				
Ottawa	St-Laurent	13,540	2,700	3.46				
GVPL	Bruce Hutchison	9,706	2,966	3.39				
FVRL	Walnut Grove Library	6,000	3,300	3.37				
VPL	Strathcona	3,497	2,254	3.32				
Ottawa	Blackburn Hamlet	7,333	2,700	3.24				
GVPL	Esquimalt	8,619	2,816	3.20				
FVRL	Muriel Arnason Library	5,700	3,100	3.12				
Ottawa	Stittsville	12,700	2,900	3.10				
FVRL	George Mackie Library	11,404	3,200	3.10				
GVPL	Saanich Centennial	12,492	2,966	3.08				
Ottawa	Greely	3,000	1,250	2.84				
GVPL	GVPL - Central Saanich	1,209	1,350	2.78				
FVRL	Aldergrove Library	4,000	2,900	2.54				
VPL	Collingwood	5,197	2,294	2.38				
Ottawa	Vanier	7,308	2,425	2.33				
GVPL	Goudy	2,044	2,650	2.13				
Ottawa	Emerald Plaza	10,528	2,700	2.13				
Ottawa	Carlingwood	19,693	27,000	1.79				
Ottawa	North Gower	2,364	1,600	1.69				
Ottawa	Carp	5,733	2,575	1.67				
GVPL	GVPL - Emily Carr	5,509	2,666	1.59				
FVRL	Fort Langley Library	900	1,675	1.57				
Ottawa	Osgoode	3,412	1,400	1.54				
Ottawa	Metcalfe Village	1,468	1,150	1.52				
FVRL	Ladner Pioneer Library	12,000	3,200	1.35				
Ottawa	Manotick	4,629	2,175	1.33				
FVRL	Yarrow Library	1,209	1,350	1.30				
Ottawa	Richmond	2,804	1,700	1.26				
FVRL	Agassiz Library	4,500	2,200	1.25				
FVRL	Murrayville Library	12,476	3,100	1.16				
Ottawa	Constance Bay	519	950	1.16				
Ottawa	Fitzroy Harbour	673	600	1.00				
Ottawa	Rockcliffe Park	3,005	1,850	0.70				
FVRL	Mount Lehman Library	491	800	0.46				
Ottawa	Munster	1,000	1,200	0.33				
Ottawa	Vernon	1,366	925	0.27				

2014 Circulation Per Staff Hour

Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Circulation per Staff Hour
GVPL	Nellie McClung	13,697	2,816	31.52
GVPL	Oak Bay	11,352	2,816	30.83
FVRL	Clearbrook Library	20,000	3,250	29.39
FVRL	Sardis Library	10,500	3,150	27.98
GVPL	Bruce Hutchison	9,706	2,966	25.68
GVPL	Saanich Centennial	12,492	2,966	25.68
Ottawa	Osgoode	3,412	1,400	25.33
FVRL	Chilliwack Library	15,500	3,150	25.16
VPL	Renfrew	16,000	3,205	24.37
VPL	Terry Salman	7,586	3,916	23.77
GVPL	Esquimalt	8,619	2,816	23.73
VPL	West Point Grey	5,100	2,446	22.46
VPL	Oakridge	13,020	3,205	22.26
VPL	Kitsilano	9,501	3,085	22.14
FVRL	Brookswood Library	2,000	2,050	21.97
VPL	Dunbar	6,402	2,341	21.09
VPL	Joe Fortes	4,713	3,003	20.95
VPL	Kerrisdale	5,703	2,550	20.93
GVPL	GVPL - Emily Carr	5,509	2,666	20.82
GVPL	Goudy	2,044	2,650	20.50
FVRL	Walnut Grove Library	6,000	3,300	19.92
FVRL	Terry Fox Library	15,000	3,100	19.92
VPL	Champlain Heights	8,350	2,549	19.91
FVRL	Mission Library	15,000	3,100	19.84
FVRL	Muriel Arnason Library	5,700	3,100	19.70
Ottawa	Hazeldean	9,713	2,900	18.97
FVRL	White Rock Library	10,053	2,900	18.91
VPL	Kensington	7,274	2,347	18.66
VPL	Firehall	6,628	2,266	18.52
FVRL	Ladner Pioneer Library	12,000	3,200	18.45
Ottawa	Ruth E Dickinson	19,000	2,900	18.06
VPL	Marpole	3,572	2,365	18.02
FVRL	Mount Lehman Library	491	800	17.67
VPL	South Hill	5,036	2,347	17.66
Ottawa	Emerald Plaza	10,528	2,700	17.62
VPL	Hastings	8,845	2,546	17.35
Ottawa	Richmond	2,804	1,700	17.32
FVRL	Fort Langley Library	900	1,675	17.05
VPL	Britannia	9,695	3,073	17.01
Ottawa	Manotick	4,629	2,175	16.54
FVRL	Tsawwassen Library	7,920	3,200	16.36
FVRL	Murrayville Library	12,476	3,100	15.74
FVRL	George Mackie Library	11,404	3,200	15.44
VPL	Strathcona	3,497	2,254	15.38
Ottawa	Sunnyside	12,014	2,700	15.23
VPL	Fraserview	8,070	2,346	14.73
FVRL	Maple Ridge Public Library	36,910	3,300	14.67
VPL	Mount Pleasant	11,997	3,916	14.62
Ottawa	Orléans	17,182	2,900	14.56
Ottawa	Carlingwood	19,693	27,000	14.46
Ottawa	Stittsville	12,700	2,900	14.29
VPL	Carnegie	1,937	4,358	14.28
FVRL	Yarrow Library	1,209	1,350	14.24
FVRL	Langley City Library	16,707	3,350	13.72
Ottawa	Vanier	7,308	2,425	13.67
Ottawa	North Gloucester	14,300	2,900	13.42
Ottawa	Carp	5,733	2,575	13.11
VPL	Collingwood	5,197	2,294	12.27
Ottawa	Cumberland	24,500	3,150	12.25
FVRL	Pitt Meadows Public Library	11,400	3,100	12.16
Ottawa	Alta Vista	15,198	2,700	11.99
Ottawa	Rideau	7,277	2,700	11.14
Ottawa	St-Laurent	13,540	2,700	11.00
Ottawa	Munster	1,000	1,200	10.75
Ottawa	North Gower	2,364	1,600	10.61
Ottawa	Centennial	9,744	2,700	10.57
GVPL	Juan de Fuca	19,260	2,966	10.03
Ottawa	Greenboro District Library	29,000	3,150	9.90
Ottawa	Fitzroy Harbour	673	600	9.60
Ottawa	Nepean Centrepointe	36,940	3,150	9.46
Ottawa	Metcalfe Village	1,468	1,150	9.35
Ottawa	Beaverbrook	23,896	2,900	9.02
Ottawa	Blackburn Hamlet	7,333	2,700	8.52
Ottawa	Constance Bay	519	950	8.46
FVRL	Yale Library	318	600	7.36
Ottawa	Vernon	1,366	925	4.19

	Floor Space (Square Ft)	Branch Hours Open	Circulation per Staff Hour
Average	9,949	2,928	16.98
Median	8,732	2,816	17.03
10% above average	10943.90	3220.38	18.67
10% below average	8954.10	2634.86	15.28
25% above average	12436.25	3659.52	21.22
25% below average	7461.75	2195.71	12.73

VPL - 9 above average; does not factor in SSCKO

* libraries that provided data after July 11 will be included in implementation

2014 Visits Per Staff Hour

Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Visits per Staff Hour
VPL	Carnegie	1,937	4,358	37.60
FVRL	Tsawwassen Library	7,920	3,200	30.43
VPL	Strathcona	3,497	2,254	23.15
VPL	Oakridge	13,020	3,205	17.83
VPL	Joe Fortes	4,713	3,003	17.50
VPL	Britannia	9,695	3,073	15.92
GVPL	Oak Bay	11,352	2,816	15.11
VPL	Mount Pleasant	11,997	3,916	14.85
VPL	Terry Salman	7,506	3,916	14.52
VPL	Renfrew	16,000	3,205	14.43
FVRL	George Mackie Library	11,404	3,200	14.35
FVRL	Brookswood Library	2,000	2,050	13.73
VPL	West Point Grey	5,100	2,446	13.01
FVRL	Walnut Grove Library	6,000	3,300	13.01
FVRL	Mount Lehman Library	491	800	12.93
VPL	Kitsilano	9,501	3,085	12.49
Ottawa	Greenboro District Library	29,000	3,150	12.43
FVRL	Fort Langley Library	900	1,675	12.36
VPL	Kerrisdale	5,703	2,550	12.19
FVRL	Chilliwack Library	15,500	3,150	12.05
GVPL	Bruce Hutchison	9,706	2,966	11.86
FVRL	Langley City Library	16,707	3,350	11.86
VPL	Dunbar	6,402	2,341	11.65
Ottawa	Hazeldean	9,713	2,900	11.61
VPL	South Hill	5,036	2,347	11.58
FVRL	Mission Library	15,000	3,100	11.31
VPL	Firehall	6,628	2,266	11.29
GVPL	Nellie McClung	13,697	2,816	11.18
VPL	Kensington	7,274	2,347	10.88
VPL	Marpole	3,572	2,365	10.83
VPL	Champlain Heights	8,350	2,549	10.81
Ottawa	Ruth E Dickinson	19,000	2,900	10.71
FVRL	Ladner Pioneer Library	12,000	3,200	10.68
GVPL	GVPL - Central Saanich	1,209	1,350	10.66
GVPL	Esquimalt	8,619	2,816	10.56
Ottawa	North Gloucester	14,300	2,900	10.54
Ottawa	Rideau	7,277	2,700	10.39
Ottawa	Alta Vista	15,198	2,700	10.18
FVRL	White Rock Library	10,053	2,900	10.14
GVPL	Saanich Centennial	12,492	2,966	10.13
FVRL	Maple Ridge Public Library	36,910	3,300	9.75
Ottawa	Cumberland	24,500	3,150	9.59
Ottawa	Osgoode	3,412	1,400	9.57
VPL	Hastings	8,845	2,546	9.42
Ottawa	Carlingwood	19,693	27,000	9.41
Ottawa	Centennial	9,744	2,700	9.39
GVPL	Goudy	2,044	2,650	9.18
FVRL	Clearbrook Library	20,000	3,250	8.97
FVRL	Sardis Library	10,500	3,150	8.85
Ottawa	Sunnyside	12,014	2,700	8.67
VPL	Fraserview	8,070	2,346	8.67
FVRL	Terry Fox Library	15,000	3,100	8.43
Ottawa	Emerald Plaza	10,528	2,700	8.40
Ottawa	Vanier	7,308	2,425	8.25
Ottawa	Richmond	2,804	1,700	8.10
VPL	Collingwood	5,197	2,294	7.74
FVRL	Muriel Arnason Library	5,700	3,100	7.50
FVRL	Yarrow Library	1,209	1,350	7.46
Ottawa	St-Laurent	13,540	2,700	7.37
Ottawa	Beaverbrook	23,896	2,900	6.92
Ottawa	Manotick	4,629	2,175	6.72
Ottawa	Orléans	17,182	2,900	6.59
FVRL	Murrayville Library	12,476	3,100	6.49
Ottawa	Greely	3,000	1,250	6.43
Ottawa	Blackburn Hamlet	7,333	2,700	5.69
Ottawa	Munster	1,000	1,200	5.54
Ottawa	Nepean Centrepointe	36,940	3,150	5.41
Ottawa	Carp	5,733	2,575	4.68
Ottawa	Constance Bay	519	950	4.53
Ottawa	Metcalfe Village	1,468	1,150	4.49
Ottawa	Stittsville	12,700	2,900	3.99
GVPL	Juan de Fuca	19,260	2,966	3.72
Ottawa	North Gower	2,364	1,600	3.57
FVRL	Pitt Meadows Public Library	11,400	3,100	3.31
Ottawa	Fitzroy Harbour	673	600	3.31
FVRL	Yale Library	318	600	2.51
Ottawa	Vernon	1,366	925	1.21

	Floor Space (Square Ft)	Branch Hours Open	Visits per Staff Hour
Average	9,803	2,889	10.37
Median	8,619	2816.00	10.14
10% above average	10783.20	3177.61	11.41
10% below average	8822.62	2599.87	9.33
25% above average	12253.63	3610.93	12.96
25% below average	7352.18	2166.56	7.78

* libraries that provided data after July 11 will be included in implementation

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Library Name	Branch Name	Floor Space (Square Ft)	Branch Hours Open	Questions per Staff hour
VPL	Carnegie	1,937	4,358	6.67
VPL	Joe Fortes	4,713	3,003	2.98
FVRL	Yale Library	318	600	2.40
Ottawa	Centennial	9,744	2,700	2.33
FVRL	Brookswood Library	2,000	2,050	2.26
VPL	Firehall	6,628	2,266	1.89
Ottawa	Cumberland	24,500	3,150	1.47
Ottawa	Carlingwood	19,693	27,000	1.43
Ottawa	Osgoode	3,412	1,400	1.36
VPL	Kitsilano	9,501	3,085	1.30
VPL	Britannia	9,695	3,073	1.26
Ottawa	Hazeldean	9,713	2,900	1.24
VPL	Mount Pleasant	11,997	3,916	1.23
VPL	Oakridge	13,020	3,205	1.21
Ottawa	Sunnyside	12,014	2,700	1.18
VPL	Terry Salman	7,586	3,916	1.16
VPL	Strathcona	3,497	2,254	1.11
VPL	West Point Grey	5,100	2,446	1.07
Ottawa	Alta Vista	15,198	2,700	1.06
FVRL	White Rock Library	10,053	2,900	1.05
FVRL	Clearbrook Library	20,000	3,250	1.03
FVRL	Chilliwack Library	15,500	3,150	1.02
FVRL	Pitt Meadows Public Library	11,400	3,100	1.02
VPL	Champlain Heights	8,350	2,549	1.02
FVRL	Langley City Library	16,707	3,350	1.00
VPL	Renfrew	16,000	3,205	0.99
GVPL	Nellie McClung	13,697	2,816	0.99
VPL	South Hill	5,036	2,347	0.98
GVPL	Oak Bay	11,352	2,816	0.98
FVRL	Maple Ridge Public Library	36,910	3,300	0.96
FVRL	Fort Langley Library	900	1,675	0.90
VPL	Kensington	7,274	2,347	0.89
Ottawa	Vanier	7,308	2,425	0.88
Ottawa	Richmond	2,804	1,700	0.86
GVPL	GVPL - Central Saanich	1,209	1,350	0.83
VPL	Kerrisdale	5,703	2,550	0.82
FVRL	Sardis Library	10,500	3,150	0.81
Ottawa	Orléans	17,182	2,900	0.80
Ottawa	Blackburn Hamlet	7,333	2,700	0.80
Ottawa	North Gloucester	14,300	2,900	0.80
FVRL	Tsawwassen Library	7,920	3,200	0.78
FVRL	Muriel Arnason Library	5,700	3,100	0.76
VPL	Hastings	8,845	2,546	0.76
VPL	Marpole	3,572	2,365	0.75
GVPL	Goudy	2,044	2,650	0.75
VPL	Dunbar	6,402	2,341	0.74
Ottawa	Rideau	7,277	2,700	0.72
FVRL	Walnut Grove Library	6,000	3,300	0.72
FVRL	Mission Library	15,000	3,100	0.66
Ottawa	Carp	5,733	2,575	0.66
Ottawa	Stittsville	12,700	2,900	0.64
VPL	Fraserview	8,070	2,346	0.64
Ottawa	North Gower	2,364	1,600	0.63
FVRL	Yarrow Library	1,209	1,350	0.61
Ottawa	Fitzroy Harbour	673	600	0.61
Ottawa	Metcalfe Village	1,468	1,150	0.60
GVPL	Esquimalt	8,619	2,816	0.59
Ottawa	Ruth E Dickinson	19,000	2,900	0.59
Ottawa	Greenboro District Library	29,000	3,150	0.58
FVRL	Terry Fox Library	15,000	3,100	0.57
Ottawa	Beaverbrook	23,896	2,900	0.50
VPL	Collingwood	5,197	2,294	0.49
Ottawa	Nepean Centrepointe	36,940	3,150	0.48
GVPL	Bruce Hutchison	9,706	2,966	0.46
Ottawa	St-Laurent	13,540	2,700	0.44
Ottawa	Manotick	4,629	2,175	0.44
Ottawa	Constance Bay	519	950	0.44
GVPL	Saanich Centennial	12,492	2,966	0.44
FVRL	George Mackie Library	11,404	3,200	0.44
FVRL	Mount Lehman Library	491	800	0.40
Ottawa	Emerald Plaza	10,528	2,700	0.35
FVRL	Ladner Pioneer Library	12,000	3,200	0.33
FVRL	Murrayville Library	12,476	3,100	0.29
GVPL	GVPL - Emily Carr	5,509	2,666	0.29
GVPL	Juan de Fuca	19,260	2,966	0.27
Ottawa	Munster	1,000	1,200	0.16
Ottawa	Vernon	1,366	925	0.12

	Floor Space (Square Ft)	Branch Hours Open	Questions per Staff hour
Average	9,835	2,907	0.96
Median	8,619	2816.00	0.80
10% above average	10819.04	3197.84	1.05
10% below average	8851.94	2616.42	0.86
25% above average	12294.37	3633.91	1.20
25% below average	7376.62	2180.35	0.72

* libraries that provided data after July 11 will be included in implementation

7 Recommendations

The driver behind VPL staffing decisions should be the services offered for the patrons of the VPL. As VPL's goals and objectives, patron needs, and information technologies change, so must service delivery evolve. This, in turn, sets the requirement for staffing at VPL, including branch staffing.

7.1 Foundational Recommendation: Driven by the strategic plan, establish specific service priority goals and objectives and then configure the staffing to succeed.

VPL Branches have a broad product and service mandate across a wide spectrum of patrons. Diligent attention to limit services to match strategic priorities is the essential base for success in staffing.

All surveyed libraries experience resource challenges. One common theme is careful attention to what services they will deliver and what they will not. One library has specific criteria for programs and have eliminated programs that do not comply, even when faced with community pressure to retain a program.

VPL Branch Teams generally report that they are stretched to meet service requirements with existing staffing levels. Although traditional core services for reference questions and circulation of materials are declining, branches are experience increasing patron demands for technology support and have taken on additional, "outside of the branch" community engagement activities. Further, all VPL services are challenged by the complexity of serving a diverse patron mix.

After extensive review activities, we believe the following branch staffing recommendations offer opportunities to refine the existing VPL branch staffing model to build in additional capacity and flexibility to support both current and future service goals and objectives while ensuring efficient (and accountable) operations. [2]

The components (Section 5) of a staffing model are highly interconnected. Changing one component, has a ripple effect down through other positions and their required skills and competencies. Our peer Library Survey indicates that there are many different staffing models and approaches.

7.2 Organization Structure & Reporting

7.2.1 Have Branch Heads oversee two branches.

Currently, with one exception, VPL Branch Heads are responsible for leading and supervising a single branch. This recommendation, in concert with recommendation 7.2.2 on expanding Supervisors responsibilities, will position the 10 Branch Heads into a more strategic role with less operational responsibilities and will free up some positions for greater, dedicated community engagement or to support other service priorities.

From our Library Survey there is a mix of reporting models but several libraries and non-libraries have branch "managers" (equivalent of VPL Branch Heads) who oversee multiple branches. These managers report to senior executives within the the organization. There is some pairing of medium and small branches together under a single manager to build complementary teams.

This recommendation should be reviewed in terms of implications for the Neighbourhood Manager structure in place today. It would also be enabled by recommendation 7.2.2 on Supervisor responsibilities.

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[2] Recommendations presented will need to be reviewed in terms of potential impact/non-impact on classifications

Expected benefits include:

- Re-allocation of 9 FTE staff resources to strategic areas
- Increase in strategic leadership & management responsibilities for Branch Heads
- Highly credentialed and high skill librarians are not doing operational tasks that do not require their credentials
- Increase consistency of common practices across branches

7.2.2 *Extend the Supervisor responsibilities to cover operational oversight for all (non-Librarian) staff in the Branch (Library Assistants and Library Technicians).*

VPL Supervisors supervise library assistants and shelvers. Supervisors could be more efficient and cost effective if they were responsible for broader branch oversight. This recommendation will allow the Branch Head to operate more strategically and focus on service development and leadership. This realigned Supervisor position could be an enhanced version of the existing Library Technician/Supervisor position currently in place at the Dunbar Branch with broadened scope or it could be similar to the position type created at GVPL, which does not require a Library Technician diploma.

Expected benefits include:

- Efficiency gain from a single Supervisor for a branch operation.
- Efficiency gains by not using senior staff for work done by other classifications.

7.3   Positions / Responsibility / Skills

7.3.1 *Change the Branch Head Job Description "requirement" for an MLIS degree to an "optional or preferred" qualification and add a requirement for general business management credentials (e.g. Business Administration)or equivalent experience.*

VPL Branch Heads are currently highly qualified Librarians (MLIS) who have developed business and leadership capabilities within library settings. Ideally, the Branch Head group would have a mix of individuals with education and substantive experience in both library and Business Operations. Adding business leaders will bring new, complementary thinkers and skills to the group.

From the Library Survey, there is a supporting trend to balance and complement the Branch Leadership "Librarian (professional) credentials" and experience with business management and leadership credentials and competencies. The City of Vancouver has added leaders with business accreditation to their teams. Research has demonstrated that innovation arises/increases when individuals from widely varying fields work together.

Expected benefits are:

- Increase in operational efficiency as business/public administration/management expertise is applied.
- Increased innovation from sharing practices and skills from a variety of professions/disciplines/settings.

7.3.2 *Reclassify the "Shelver" position in favour of an entry level role.*

The Shelver position is limited in scope. An expanded role would make use of broader skills many possess and increase task variety and, hence, job satisfaction. It would also create more flexibility for the Supervisor in addressing unanticipated operational needs in the branch.

Expected benefits include:

- Enhance the patron service aspects of this job

- Make broader use of skills that staff may possess
- Increase job satisfaction
- Provide greater flexibility for branch operations

7.3.3 Consider collapsing the Library Assistant and Library Technician positions, into one consolidated position.

VPL positions both exempt and unionized are governed by Job Descriptions. The unionized positions are governed by classification specifications (as outlined in the Collective Agreement between the Employer and the Union) which outlines duties that are generic to the particular classification. Within each Classification are responsibilities that may be at different levels of responsibility and complexity and may overlap with other classifications.

The branch Library Assistants and Library Technicians are involved in multiple, overlapping tasks, such as public service activities. Qualifications would combine these roles and have levels reflecting increasing responsibilities.

While this recommendation increases the likelihood that the library will overpay for some work, this recommendation would increase flexibility for task assignment and reduce the requirement for customer handovers between positions. This would open staff to broader use of their skills and capabilities which are now limited by classifications. Customer service organizations often use more generic role titles (e.g. associate) to allow them to vary the scope of work as required.

The Library Survey shows significant variation on role specification versus generalization across library systems. One common theme, is the trend toward a single point of customer focus. FVRL has established new, 2 level, "generalist customer service positions," merging comparable VPL's Library Assistant and Library Technicians roles. Trends include:

- Less specific discipline-focus to more generalist or "community" focus for staff. Charts included in the Section 6.4.1 show activities performed by each position and the majority have mostly generalist roles.
- Shift away from Circulation Roles and Information Services roles to Public Service roles. Many Libraries feel there is an overlap in duties across their positions. Some have moved the work either to higher classifications or increased the responsibilities of lower classification positions (circulation roles). Some have expanded the roles of the lower positions and eliminated more senior position.

Expected benefits are:

- Reduce patron handovers
- Increase efficiency
- Reduced overlap/duplication in roles/positions
- Build in flexibility to allow staffing to respond to changing priorities
- Establish a clear job entry point and progression ladder for new candidates
- Allow individuals to maximize their contributions based on their skills
- More seamless distinction in provision of services to patrons
- Minimize lines limiting capabilities and development opportunities for employees

7.3.4 Reset the current reporting requirements and employee expectations to work in a specific branch or branches to a more flexible workplace in which employees expect assignments across multiple branches, either system-wide, or within a particular geographic region.

While most staff would still be primarily located in one branch, the implementation of this recommendation would set the expectation that staff work in multiple branches as service demands require. Rotating staff across the system will create greater opportunities and growth for staff.

Expected benefits include:

- Increase flexibility and mobility
- Allow VPL to dynamically redeploy resources as needed
- Ensure staff belong to the VPL not a specific branch
- Continuous improvement by sharing of practices across branches
- Increase options for replacement staffing
- Refresh employees by change of environment and more opportunities

7.3.5 Review the requirements and staffing alternatives for technical support for patrons

Support for Information technology devices (phones, laptops) and connecting to networks is complex and both Library Assistants and Library Technicians are involved. Staff in branches struggle with:

- The (unplanned) time involved for problem resolution (E.g. login failures, connecting to the network printing or scanning problems)
- Training and maintaining the skills needed
- Uncertainty and overlapping roles and responsibilities – such as with problem resolution for networking/connectivity
- Difficulty with referring a patron elsewhere when a request is out of scope

Step one is to review and confirm the services offered for technical support. Additional training, including case studies, may be helpful for staff to understand and enforce service boundaries. Based on requirements, additional staffing options for consideration include:

- Positioning targeted digital specialists to resolve advanced technical issues for patrons and to increase the digital literacy of all staff.
- Providing additional central help desk support
- Identify and develop individual staff members who have technology acumen and interest and deploy them for this work

Expected benefits are:

- Clear focus on the approved services
- Enhanced opportunities for staff who have particular expertise
- Increased efficiency by potentially training fewer staff
- Reduce time spent trying to help patrons with technical issues

7.4 Staff Complements and Scheduling

7.4.1 Reduce the number of individuals filling part-time positions in a branch through consolidation of hours.

Currently, a branch may employ multiple individuals to fill part time hours equivalent to a single FTE. Each additional staff member requires training, oversite, scheduling, and communication by Supervisors. Staff with few hours have difficulty staying informed, engaged and generally have less of a commitment to VPL.

Note: VPL Leaders are working on this issue, most notably by seeking to consolidate smaller blocks of hours to create more Posted Part-time (PPT) positions (40+ hours bi-weekly). In addition to aiding in service and engagement, this consolidation is also viewed by VPL Management as an important step to addressing the Union's concerns of precarious employment.

Expected benefits are:

- Reduces the administrative and supervisory effort in branches
- Reduces the training and communication requirements
- Results in more substantive and coherent job offerings
- Will promote greater engagement from staff
- Creates more substantive positions for staff, reducing risks associated with precarious employment

7.4.2   Exercise flexibility in scheduling as determined by management.

VPL staff positions appear to be tied to established, scheduled shifts, established many years ago and maintained through either tradition or staff expectations. Reducing the coupling between a position and the schedule will give Branch Leadership more flexibility in staffing to meet operational needs. Supervisors, who compile the schedules, would have added flexibility to position resources where they are most needed.

Expected benefits include:

- Improve efficiency by positioning the right resource in the right place
- Increase staff flexibility and mobility
- Provide greater job variety for employees
- Enable more cross-branch learning and innovation

7.4.3   Rebuild schedules and staffing to fully integrate evenings, Saturdays, and Sundays into all branch staff schedules and the assigned classifications.

For the most part, Sunday openings have been staffed as an "add on" as opposed to an integrated component of branch operation. As a result, Sunday staff are not fully connected to the regular weekly group. Some Branch Heads and Supervisors do not work evening shifts or weekends. This would re-distribute full time staff across the entire schedule and ensure that the Sunday was staffed in a comparable manner as week days.

Expected benefits are:

- Increase effectiveness and efficiency with an optimal staff mix on weekends
- Improve patron services
- Supervisors would be present on the weekends to have time to extend branch knowledge across staff and build patron relationships with weekend patrons

7.4.4   Redesign the staff replacement process to function efficiently

Supervisors and staff find the existing replacement process difficult, time consuming, and ineffective to the point where they will do without needed staff. VPL should review its scheduling approach and design and implement a new process and information system that ensures qualified replacement staff are ready and available for work when needed across all branches. Modern scheduling software has features built in to support replacement staffing.

One other staffing option may be a small, dedicated pool of staff for replacement work managed either by neighbourhood or centrally. These individuals could be given a work assignment on the day of work and deployed as needed.

Expected benefits include:

- Reduce wasted effort and staff frustration in finding replacements
- Ensures that qualified replacements are found
- Eliminates service gaps for patrons when replacements cannot be found

7.4.5 Implement a minimized opening protocol based on current practice at TSN and MPL.

A number of branches have significant numbers of staff in the branch for a number of hours before the branch opens. A small set of actions are required before opening a branch including: clearing the book drop, preparing the cash float, turning on patron workstations, and clearing expired holds. Mount Pleasant has implemented a minimal pre-opening window with staff arriving just in time to complete essential opening activities. This arrangement works for this busy branch so it can be assumed it would work for other branches as well. In situations where last minute program preparation time is required for setup, the time would be included in a minimized opening protocol.

Expected benefits are:

- Ensure staff hours are directly aligned with service delivery
- Potentially reduce staffing costs
- Potential to extend opening hours or redirect effort to other service priorities

7.4.6 Reassess the compressed week impact on public service capacity and operational efficiency.

The compressed work week has employee advantages, but forces scheduling decisions and added complexity not primarily in the interest of efficiency or patron services. For branches where the work is primarily public serving, it also costs the library significant funds to replace staff who are off on their compressed day.

Expected benefits include:

- Savings could be used to enhance other services or invest in other/new service priorities
- Less senior staff time spent on scheduling

7.5 Administration and Centrally Based Services

7.5.1 Review and redesign administrative process and systems such as scheduling to optimize branch efficiency.

Branch Heads, Supervisors and staff spend too much time working with administrative systems and processes that are not optimal. For example, VPL scheduling is a manual process with separate paper schedules for Library Assistants and Information Teams. Data extracted from schedules is difficult to obtain and therefore to use strategically to inform decision-making. Other examples of inefficient tasks include manual time keeping and the gathering and recording of statistics. time keeping is also manual. Other statistical data is gathered regularly through manual processes.

As noted already, modern scheduling software has features built in to support replacement staffing.

Upgrading to automated timekeeping and scheduling systems would increase efficiency and provide consolidated information across the organization. The City of Vancouver is acquiring additional scheduling tools which may be available to the library for reduced cost.

Expected benefits are:

- Cost savings and efficiency gain from optimized business processes
- Enable Supervisors and Branch Heads to focus on higher value activities (e.g. staff development)
- Additional time for strategic and/or service priorities

7.5.2 Review and upgrade Maintenance, IT and other Centrally Based Services to better serve branch requirements. Establish and meet Service Level Agreements (SLA). The priority

would be for Maintenance and IT.

Branches, who depend on these centralized departments to meet patron needs, would increase their own efficiency if provided with improved services and response. Using SLAs is a well established best practice for shared service operations and applies equally to typical corporate service units such as Procurement, Maintenance, Systems, and Human Resources. Some municipal libraries already take advantage of the existing shared services operating across the municipality. Significant service level improvements may require additional funding which should be offset, in part, by branch staffing efficiency gains.

Benefits are:

- Reduce time branches spend with problems or chasing solutions
- Establishes clear accountabilities for service units that they can be measured on and resourced for
- Improve repair, etc. services for patrons

7.6 Other

7.6.1 Review Community Engagement processes and activities to optimize effort and to enable branches deliver on organizational goals.

Branches are experiencing difficulties with:

- Balancing resources to deliver services both in and out of the branch
- Staff gaining comfort and confidence with an evolving service approach

Several peer libraries are finding a challenge in the ability to shift the work of the librarian staff away from the "in-branch and collections-focused" work to the "out of branch, partnerships and outreach-focused work". Several libraries consulted indicated that there was a lack of clarity around what was comprised with this type of practice; e.g. when it should be done and what the community engagement work should be. Challenges include establishing practices and guiding staff to identify, qualify and focus on the appropriate opportunities. Community Engagement calls for relationship skills, judgement, and careful assignment of staff to match the organizations and opportunities targeted. Community engagement is a shared responsibility among several staff in the branches.

Further, VPL should engage larger organizations, such as the YMCA, at the corporate level, to minimize duplication as branches work with local operations/units.

Expected benefits include:

- Optimized focus on critical service component
- Improve efficiency in dealing with multi branch partners
- Increase reach and efficiency with organizations that are Vancouver wide
- Assistance to branch teams

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