



**Southern
Ontario
Library
Service**

Staffing Analysis and Planning Clinic

Fall 2009



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Southern Ontario Library Service
111, rue Peter Street
Suite/bureau 902
Toronto, ON M5V 2H1
416-961-1669
1-800-387-5765
416-961-5122 (fax/téloc.)

www.sols.org

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Staffing Analysis and Planning

Part 1: Objectives

- To help libraries to meet the OPL guideline
- To provide an overview of a process for assessing future staffing needs
- To provide an opportunity to share staffing issues and exchange ideas

Part 2: Introduction

Reasons for undertaking staffing analysis and planning:

- To budget based on assessment of needs
- To develop performance and skills of staff
- To meet strategic and operational challenges
- To better deliver services - getting done what we want to get done, focus staff on the activities that are most directly related to achieving the library's goals
- To deliver new services to meet customer needs
- Succession Planning - succession planning has traditionally been understood to mean planning for key positions. More recently it is understood to mean over all staff planning

Part 3: Staffing and the Ontario Public Library Guidelines Say

3.1.6 Staffing - *The number of staff required by a library is affected by many local factors, including the number of clients to be served, the number of major language groups to be served, the layout of the library building, and the level of library activity in the community. A number of formulas are available for helping to determine a library's staff requirements. (See Appendix B and Appendix D.)*

a) The library has in place a process for regularly assessing the number of staff required to meet community needs (as determined, for example, by such circumstances as level of activity, number of users, and total hours open). Where the existing number of staff has been determined to be inadequate, the library has a plan in place to improve the situation.

Appendix B of the *Ontario Public Library Guidelines* provides three aids for assessing the number of library staff, any one of which can be used to meet the requirement of the guideline.

Activity

Use these various measures to do an initial assessment of the number of staff in your library. Remember that a full-time equivalent (FTE) represents 35 hours of paid staff time. One FTE could be comprised of two or three part-time staff working any combination of hours that equal 35.

Discussion Based on the Activity

- What did you learn about staffing levels at your library from the initial assessment?
- What questions do the findings raise?
- Have you done any other work yourself on staff planning?
- If so, what benefits have you experienced from staff planning?

Ontario Public Library Guidelines. 4th ed. Appendix B

1. *Building libraries: guidelines for the planning and design of public libraries.* Ontario Ministry of Citizenship and Culture, 1986, p. 21.

1 staff member per 2,000 capita of population served.

2. *Guidelines for rural/urban public library systems,* ARUPLO, 2005. (Standards for multiple branch library systems)

- Less than 1,000 (Deposit Stations) Branch Supervisor:
Some post-secondary and/or library training
Excel and/or Library Technician training
- Small (Villages): 1,000-5,000 population Branch Supervisor: Some post-secondary and/or library training
Excel and/or Library Technician training
1.0 – 2.5 FTEs

In smaller branch libraries additional staff is to be employed to meet the demands of library service transactions per staff hours as a guide. (13 transactions per staff hour gives adequate time to deal with circulation and reference work.)

- Medium: 5,000-10,000 population
Branch Supervisor: Accredited professional librarian or post-secondary and library training
Branch Assistant: Excel and/or Library Technician training
2.5 – 5 FTEs
- Large (Towns): 10,000-35,000 population
Every branch serving over 10,000 people has a Branch Supervisor with a Masters Degree from an accredited library program.
1 FTE professional librarian assigned to reference
1 FTE professional librarian assigned to children's services
For every additional 10,000 people or part thereof, one of the full-time equivalent staff is a qualified librarian.
5 FTEs – 17.5 FTEs
- Central Office/Administration Each library system has accredited professional librarians at the system level. The CEO for each system is an accredited professional librarian.

3. *Comparative figures based on Ontario Public Library statistics gathered by the Ontario Ministry of Culture for the year 2004.*

TABLE 1: FTE STAFF (@35 hours/week) PER 1,000 POPULATION

POPULATION CATEGORY (BASED ON 'SERVICE' POPULATION*)

LEVEL	Less than 2,500	2,500 to 5,000	5,000 to 10,000	10,000 to 15,000	15,000 to 30,000
One	0.71	0.37	0.29	0.31	0.39
Two	1.01	0.52	0.40	0.41	0.46
Three	1.41	0.61	0.50	0.47	0.54
Four	3.23	0.94	0.73	0.57	0.68

Service Population: If your library serves any municipality that contract for service with your library, use the combined populations. Under each Population Category, the figures have been divided into four rows or 'Levels'.

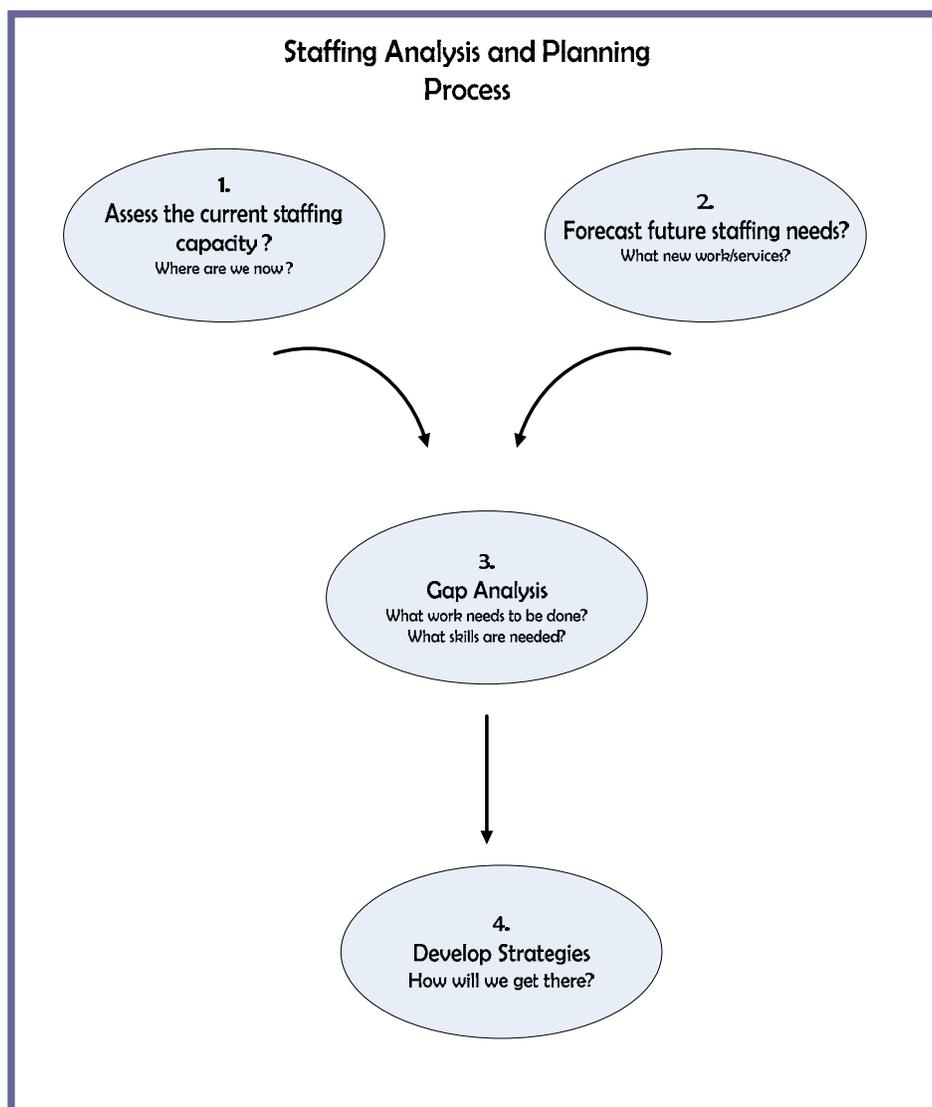
Levels One, Two, Three and Four are based on the 30th, 50th, 70th and 90th percentiles respectively for that category.

Part 4: Beyond the Guidelines – Staff Analysis and Planning Process

Staff planning predicts the future staffing needs of the library after analyzing the library's current staffing resources, the internal changes and external forces affecting its services.

Overview

1. Assess the current staffing capacity – What work is being done and what skills and abilities does your current staff have?
2. Forecast changes to the work to be done.
3. Gap Analysis (Compare your actual staff levels with your projected staffing needs)
4. Develop staffing strategies to support library development.



Step 1: Assess the Current Staffing Capacity

It is important to understand what critical work is required to operate the library and where you are allocating your current staffing resources. There are four ways of looking at this:

1. Take stock of current library functions
2. Create a profile of current library staffing
3. Identify what work is not getting done
4. Measure activities

1. Take Stock of the current library functions

- What work makes your library operate?
- What are the key functions that support the library's mandate?

The chart is a generic list of the key areas of library work and specific activities associated with those areas of work. Your library might be different.

Key Functions that support the library's mission	Critical Components
1.Public Service	Circulation Information services Reader's Advisory Services Electronic services Customer Service Interlibrary Loan
2.Collection Development	Technical services Selection Acquisitions Weeding Shelving
3. Governance and Administration	Policy development Financial Management Fundraising HR Management Service Planning and evaluation Strategic Planning Grants Advocacy
4.Children& Teens Services	Reader's Advisory Programming School liaison
5. Adult Services	Programming
6.Marketing & Public Relations	Partnerships Community development
7. Facility Management	Planning and development
8. IT	ILS management Website development Hardware management

2. Create a profile of current library staffing

Apart from the one person library most libraries have a staffing structure. The *Public Libraries Act* requires that the board appoint a Chief Executive Officer who has responsibilities for the operations of the library and its staff. That is the only position that will be common to all libraries. CEO's structure their staff complement in a variety of ways to manage the work done in the library and they use a variety of job titles.

Jobs change overtime. Sometimes the change is managed and other times it evolves. Creating a profile of the current library staffing will help you to see if you have the right people doing the right work. The profile may raise questions about the appropriateness of work being done by staff.

Do you have the right people, doing the right work for the right pay?

Discussion

- What observations can you make from the staffing profile in the case study?
- What questions does it raise?

This is the same type of analysis and thinking you would bring to your own profile to help you assess whether you have the right people, doing the right work, for the right pay.

Case Study 1 - Profile of Jobs (single branch library)

The table below illustrates how a CEO in a small library with no branches creates a profile of the current positions.

Notes on Jobs

Job Title	Responsibilities	People
CEO	Governance & Policy Development Budget & Grants Planning Public Relations & Marketing Human Resources Collection Development Acquisitions Weeding Circulation Ordering Office Supplies	Margaret 35 hours
Assistant Librarian	Interlibrary Loans Circulation Public Service Shelves books	Jane 14 hours
Library Assistant	Interlibrary Loans Technical Services Rotating Collections Public Service Shelving and Shelf reading Supervise Student Volunteers Circulation - overdues Library Displays Marketing-Posters Shelves books	Don 14 hours
Library Assistant	Interlibrary Loans Circulation Public Service Technical Services Children's Services Weeding Website Maintenance IT Support and Maintenance Prepares Library Newsletter Shelves Books	Rhonda 17 hours

3. Identify what work isn't getting done

Some things might come to mind readily, especially if there is physical evidence of a problem like stacks of books waiting to be processed or shelved. But even for these very obvious problems it's necessary to identify what is contributing to the problem. Knowing what contributes to the problem gets at the root or cause of an issue.

While as CEO you will have a bird's eye view of the library operations and an insightful perspective on challenges, it's helpful to involve staff in these discussions. To prompt your thinking, use the lists of key functions and critical components of library work and information about competencies (see sidebar at end of handout). Focus your discussion with staff on the challenges in delivering service. These challenges may present themselves in various forms such as specific tasks, staffing levels/capacity, procedural or skills.

It's important to track, or document, your ideas and observations.

Case Study 2 (multi-branch library)

The CEO of a library with three branches made the following list of issues and challenges:

- Branch staff have little time for collection development
- Delivery of books placed on reserve by patrons in main branch for material housed in other branches is slow
- Need to develop more proactive and visible customer service
- Backlog in processing new materials
- Backlog in removing deselected/weeded items from database
- Not enough skilled staff to provide customers with support on using electronic resources and databases
- High volume of class visits to library at certain times of the year – volume is unpredictable
- Few staff can trouble shoot hardware/software and equipment problems. Only one person has these skills

The issues were tracked by the CEO in a chart. Column 1 gives a name to the issue. The information recorded in Column 2 provides a full description of the problem and captures circumstances that might preceded an issue and what other activities relate to the issue.

Case Study 2 - Initial Notes on Staffing and Service Issues (multi-branch library)

	Column 1 Name the issue	Column 2 Describe the issue
1.	Collection Development Work in Branch	Branch staff have been given responsibility for selecting materials, but have little time to read reviews. Branch staff do shifts on the circulation desk at the main branch
2.	Reserves placed on Branch material	Branch staff keep a manual list of local requests for reserves, which is not available system wide. Materials thought to be available through reserves for patrons at the main branch are actually on reserve for patrons of the branch
3.	Backlog in Processing	The library Tech responsible for processing works evenings and Saturdays on the circulation desk
4.	Backlog in removing deselected items from database	Library Tech is too busy because she is doing cataloguing and IT support Library Tech also works circ desk CEO vets all titles deselected by other staff. CEO fills in for Library Tech on maintaining the database
5.	Customer Support for Electronic Resources	Limited staff knowledge on e-resources. No time for learning about electronic resources. Challenge of scheduling training on products
6.	Class Visits	Increase in class visits reduces time for adult programmer to do other tasks. Aging programmer finds class visits more stressful CEO fills in on desk during class visits.
7.	Support for Hardware/Software	Only Library Tech staff person has wide range of skills to trouble shoot hardware and software and general library equipment. When the Library Tech is not on duty, others can't fix problems for users.
8.	Recent drop in RA services	Former ILL clerk supported RA services, but increase in ILL has made it difficult for new clerk to continue this work
9.	Staffing Circ desk	All staff including the CEO are scheduled to work the circ desk

4. Measure Activities

In some cases, it might be helpful to substantiate your initial ideas about the current staffing issues with data. Data can also be used to forecast or predict future patterns.

Case Study 2 - Sample Data on Activities at the Library (multi-branch library)

The CEO of the library in this case study could substantiate that inter library loan activity has increased by compiling data on inter library loan volume for the past five years. Other data also helps to identify other issues.

	2008	2007	2006	2005	2004	5 year % change
Circulation	132409	122800	118016	112409	107310	23% ↑
Reference	7350	7300	7250	5000	5450	35% ↑
ILL Borrowed	835	880	779	770	857	3% ↓
ILL Lent	946	769	507	369	455	107% ↑
Use of Public Workstations	10500	9250	9350	14900	19500	46% ↓
Staffing Per 1000 population	.35	.35	.35	.34	.48	27% ↓

SIDEBAR – Workload Analysis

For specific activities it might be useful to conduct a workload analysis. A workload analysis measures the number of outputs produced in a prescribed amount of time such as the number of circulations per staff hours.

For example:

Total staff hours per week = 80

Circulations per week = 1173

Circulations per staff hour = $1173/80 = 14.66$

The first time you measure anything you are establishing a starting point for future measurements. The starting point is also called the **baseline measurement**. The baseline helps you interpret future measurements.

But it's not very useful to look at one activity in isolation. You may want a number of measures in order to have a more comprehensive analysis of changes in workload. This could include measures of interlibrary loan activity, other areas of public service, or even library visits per staff hour.

Step 2: Forecast Future Staffing Needs

Staff planning includes both an analysis of the current work in the library and an analysis of what will affect the library's work in the future. Consider:

1. The Library:

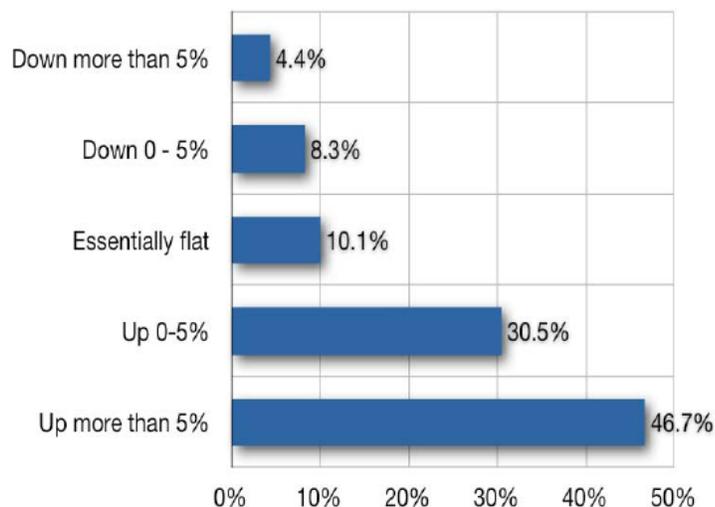
- What does the library's strategic plan and vision statement say about the future?
- What are the library's key strategic directions that have staffing implications?
- What new roles will the library have in the future?
- What staffing changes can you anticipate in terms of retirements?

2. Library Service and Workforce Trends

- **The Future of Librarians in the Workforce: Status of Public Libraries 2008** - good source of statistics on trends in library services e.g. 57 % of libraries report an increase in technology instruction and 78% of libraries report that web content management skills are somewhat to much more important now than 5 years ago
<http://sils.unc.edu/research/publications/presentations/2008.06.27ALAPubLibfinal.pdf>

Example of data taken from this publication:

Public Libraries: Trend in Number of In-Person Visits Compared with 5 Years Ago



- What can you deduce from this type of trends information?

These types of studies may help you to see changes that you haven't yet noticed or confirm changes you have. While general public opinion might be that libraries are less relevant than in the past, the data from this study indicate that 46.7% of these libraries have experienced an increase in library visits of more than 5% in the last 5 years.

3. Broader social trends affecting the community

- How will the local economy or demographic changes affect library service?

Activity

In groups discuss one of these three topics for 10 minutes and record ideas. For the first topic, participants can make a list of factors that will affect the future of their specific libraries.

Case Study 2 – Analysis of the future (multi-branch library)

As part of her analysis of the future, the CEO of the library identified the following issues:

- Web based services will grow. More staff will need to understand and be involved in web based services and need to develop information skills
- Customer Service will need to be an active and visible service
- A new ILS system will be implemented
- Staff strengths need to be nurtured and they should be provided with the opportunity to develop those strengths
- The economic downturn in the community will increase the use of the library especially career and job search
- Collaborative partnerships with the municipality, community groups and other libraries will grow
- No anticipated retirements

The issues were tracked by the CEO in a chart on the next page.

Case Study 2 - Notes on Forecasting Staffing Requirements

		Relating to which Key Functions or Critical Component
New goal or Strategic Focus that support the mission	Visible Customer Service	Public Service
	Collaborative Partnerships	Programming Marketing and Public Relations Administration (Municipal Partnerships)
	Staff Skills Development	Public Service IT Governance and Administration
New Skills & Knowledge required to address changing environment	Web services and information skills	Public Service
	ILS system	IT Public Service Technical Service
Areas of Service Growth	Circulation	Public Service
	Interlibrary loans	Public Service
	Job search assistance	Public Service
Staff Demographics (retirements, maternity leave, study leave)	none	

Step 3: Gap Analysis

The next step is to identify the gaps between where your library wants to be in the future and where you are now. The gap analysis includes identifying the functional areas of library work that require staffing changes and the skills required in the future in comparison to the current situation.

There are various types of gaps:

1. Shortages: not enough people to accomplish the work, increasing volume of work
2. Overages: too many people working in specific areas, e.g. diminishing volume of work for circulation staff resulting from the implementation of self-checkout service
3. Efficiencies: doing things right, improving processes
4. Staff Demographics: pending retirements etc.
5. Performance Issues: resistance to doing work differently
6. Skills/Knowledge: skills/knowledge are missing

Case Study 2 - Notes on Types of Gaps (multi-branch library)

Column 1	Column 2
Type of Gaps	Staffing Gaps– Current and Future
Shortages	<ul style="list-style-type: none"> ◆27% decrease ↓ in staffing levels over 5 years ◆ Public Service increase ↑ in circulation, reference, interloan lending, ◆Staffing for RA services ◆Collection development by branch staff ◆Tech Services
Overages	◆46% decrease ↓ in use of workstations
Efficiencies	◆ all levels of staff work the circ desk
Staff Demographics	
Performance Issues	◆Processing requests for reserve in Branch
Skills/Knowledge	<ul style="list-style-type: none"> ◆Knowledge of e resources ◆web technologies to support services ◆IT support ◆Customer Service

Step 4: Developing Staffing Strategies

Types of Strategies

1. Internal Strategies

- a. Regroup tasks to create well designed jobs
- b. Reorganize task to make them more efficient
- c. Redeploy staff to more strategic work

2. Training and Development Strategies

- a. Provide staff with training to take on new roles
- b. Provide staff with development opportunities to prepare them for future jobs
- c. Mentor and coach promising staff

3. Recruitment Strategies

- a. Recruit new staff with the skills needed for strategic work
- b. Promote job openings and encourage suitable candidates
- c. Network to identify potential hires
- d. Position the library as an attractive place to work
- e. Participate in coop placement programs

4. Outsourcing Strategies

- a. Using external individuals or organizations to do some work
- b. Application service providers for IT
- c. Furthers the mission, services and value of the library

5. Collaboration Strategies

- a. Working together with other organizations or libraries to share the cost of training
- b. Allow employees to visit other organizations to gain skills
- c. Sharing specialized employees or consultants
- d. Working with municipality in areas such as financial and facilities management (may also be considered outsourcing)

Discussion

Consider the various types of strategies and how they might be used for your staff planning. Which strategies might work for you and why?

SIDEBAR - Understand What Competencies are Required to do the Work.

In assessing staffing it will help to understand what skills are necessary to perform various types of library work. Competencies are the skills, technical knowledge, and personal attributes that contribute to success in performing a particular task. Having an understanding of what competencies are required to successfully do library work will be helpful in articulating skills required to do work that isn't getting done or to improve performance.

There are several sources of information on library competencies which could be consulted when doing a staffing analysis.

1. Public Access Computing Technology Competencies. Webjunction
http://www.webjunction.org/c/document_library/get_file?folderId=3637393&name=DLFE-600292.pdf
2. Competencies for Librarians Serving Youth. YALSA
<http://www.ala.org/ala/mgrps/divs/yalsa/profdev/youngadultsdeserve.cfm>
3. Ohio Public Libraries Core Competencies. Ohio Library Council
<http://www.olc.org/pdf/Core.pdf>

Example: Materials Selection Competency – From OLC Core Competencies: <http://www.olc.org/CoreCompetencies.asp>

Competency	Definition	Skills and Behaviors
Budget	The ability to monitor and track expenses against budget.	<ul style="list-style-type: none"> • Knowledge of procedures for verifying and ordering materials, receiving orders, resolving problems, and accounting for expenditures • Knowledge of software used to track expenditures and budget
Collection Development Policies and Procedures	The knowledge of and/or ability to write and follow library collection development policies and procedures.	<ul style="list-style-type: none"> • Knowledge and understanding of changing needs of patron population • Knowledge and understanding of ordering, shipping, and processing requirements • Knowledge and understanding of parameters for weeding collection and disposition of obsolete materials • Current familiarity with contents and condition of collection
Community Awareness	Awareness of community trends and demographics to make purchasing decisions.	<ul style="list-style-type: none"> • Knowledge of staff and community at branch libraries, tailoring collection and services to their local needs • Knowledge and understanding of systems and procedures in system-wide collection development activities • Ability to prioritize requests for material • Understanding of changing needs of patron population
Selection and evaluation <ul style="list-style-type: none"> • Materials evaluation • Materials selection 	Demonstrated knowledge of resources for the selection and evaluation of materials.	<ul style="list-style-type: none"> • Working knowledge of authors, literature, publishers, and publications • Knowledge of acquisition processes for one's library • Knowledge of appropriate new materials • Knowledge of the best review sources for evaluating items being considered for purchase • Knowledge of library's policies related to collection development • Knowledge and use of variety of information sources, including electronic resources and local resources, to keep current on topics relevant to library users • Current familiarity with contents and condition of collection