

NGPL Service Delivery Review

October 2013

Contents

Executive Summary.....	3
Service Delivery Review Mandate	7
Services Offered.....	8
Accessibility.....	8
Resources.....	8
Services	8
Co-operation and Partnerships.....	8
Use of Technology.....	8
Expectations of Service	9
Accessibility.....	9
Resources.....	11
Services	13
Co-operation and Partnerships.....	15
Use of Technology.....	15
Current Performance Outcomes.....	16
Accessibility.....	16
Resources.....	18
Services	20
Co-operation and Partnerships.....	22
Use of Technology.....	22
Measurement.....	24
Staffing	24
Hours Open to the Public.....	25
Collections.....	25
Collection Use	26
Summary of Standards and Comparison Research.....	27
Costs of Service Components	28
Management of Demand for Service.....	29
Observations	31
Alternative Methods of Delivery of Service	31
Recommendations	32
Appendix A-Organization Charts.....	33

Executive Summary

In 2012 the Library developed a new strategic plan, **Strategic Directions 2012-2016**. The Library had identified 3 key strategic directions for the next 5 years. They are Capacity, Collaboration and Communication. In order to build from our current situation we need to further develop the capacity of the Library in order to provide efficient and cost-effective services to our community. That capacity building can only be accomplished through collaboration with our many partners and communicating with our stakeholders.

The change from a 4 branch system to a 2 branch system, with a state of the art new building changed much in how we deliver service. Previously the organization was based on location and then function. After 2 years working with the new system it is clear that we now need to have an organization based on function. As well the dramatic increase in use of the Library requires a look at how we deliver services.

In order to build the capacity of the Library to provide the services requested by our community a service review needs to be completed. The Library would like to achieve Accreditation by 2016 and in order to accomplish this service standards and performance outcomes must be established and measured. Once this is completed then options for service delivery can be determined and evaluated.

In this review the following two documents are used as the standards and best practices used for public libraries in Ontario.

- Ontario Public Library Guidelines 6th ed (2012)
- Guidelines for Rural/Urban Public Library Systems 2nd ed (2012)

This report will examine the following.

- Services Offered
- Expectations of Service
- Current Performance Outcomes
- Measurement
- Costs of Service Components
- Management of Demand for Service
- Alternative Methods of Delivery of Services
- Recommendations

As well a new organization will be developed along with job descriptions and costing for those options. The Municipality of North Grenville reviewed pay equity in 2010. The Library was not included. Under Pay Equity legislation the comparator for the North Grenville Public Library is the municipality. The Library review will therefore use this as the guideline for their review that must be completed in the fall of 2013 for the 2014 budget.

The Service Delivery Review examined in detail the services offered and the expectations for each area. The categories included the following:

NGPL Service Delivery Review 2013

- Accessibility (location, hours, physical access, access to material and equipment, signage etc)
- Resources (staff, collections, facilities, safety & security, privacy and access to information etc)
- Services (lending of material, reference & Information services, readers' advisory, service to children, teens and special groups, programming, community information and community space)
- Co-operation and Partnerships (resource sharing, links with organizations and individuals)
- Use of Technology (communication & networks, equipment, library software, software for staff and public)

Each area was reviewed for performance outcomes and then those outcomes were evaluated using the Ontario Public Library Guidelines, The Guidelines for Rural/Urban Public Library Systems and the statistical comparisons gathered by the Ontario Ministry of Tourism, Culture and Sport. In particular staffing, hours open to public, transactions per hour, collection size and use were examined.

The summary of standards visually presents in which areas NGPL is doing well and in which areas improvement is required to meet the standards or best practices. Areas needing improvement include:

- Staffing Levels
- Staff Workload
- Collections
- Percentage of collection spent on non-print formats
- Staff training and continuing education

The increase of use over the past few years has been dramatic. An examination of key statistical indicators from the Municipal Performance Measurement Program, from 2010, 2011 and 2012 shows the following increases in demand for service.

Direct Circulation of Material	76%
Annual Program Attendance	179%
In Library Use of Materials	903%
Use of Public Computers	1,417%
# of Information Requests	331%
# of In Person Visits	367%

The Library has put into place a number of strategies to deal with the change in demand for service since May 2011. These include;

- Addition of staff hours for evenings and Saturdays in order to ensure the health and safety of employees working alone
- Re-allocation of 3 hours of staff time from the Burritt's Rapids Branch, which has seen a decline in usage
- Addition of approximately 2 hours per week to Administration for accounts receivable and payable
- Development of a volunteer program to assist with some routine tasks
- Implementation of a new partnership with Brockville Public Library for Integrated Library System (ILS)
- Provision of eBook service through library website

- Provision of collection of digital reference/research subscription databases through library website
- Initiation of program of self-serve Interlibrary Loan
- Promotion of self-serve options through the ILS (renewals; placing of holds)
- Promotion of services through social media
- Provision of adult programming by collaborating with other community organizations
- Provision of services for fee (invigilation of exams; rental space for tutoring or meetings)

As well the Library staff have made a number of observations on the change in service delivery and how that impacts day-to day operations.

- Integration of administrative staff has had a positive impact on service, but means more interruptions in work flow to deal with increased demand of service and problems. This has resulted in a number of backlogs.
- CEO has less time to deal with researching and applying for grants; review of policies and procedures; collection analysis; collaboration with other groups, training and development of staff and development of plans for improved or new services
- Library is involved with a number of new activities in such areas as adult programming; supervision of teens after school; marketing of library including social media; increased requirement to assist with technology problems and dealing with new technologies such as eBooks and apps.

The Library looked at several areas where we could find alternative methods of delivery of service. We examined the “back-room activities” of the Library where we currently have backlogs and are particularly labour-intensive. We examined purchasing our books fully processed and with full cataloguing records which would allow us to get the books on the shelves in a timelier manner. As well we looked at having information desk staff assisting with the more routine Interlibrary loan requests and expanding our program of patron-initiated requests.

The Library created a list of recommendations, some that will take place in 2014, and others that will be phased in over the next few years.

- Re-organize staff to reflect the change in service delivery model
- Review the compensation levels for staff in coordination with the Municipality for pay equity purposes
- Change positions to relate to functions rather than location
- Develop a phased in plan in order to increase the number of full-time employees
- Develop a plan for future hires to increase number of trained librarians
- Ensure that two staff are always available (during all open hours) to provide direct service
- Hire a second student for the summer to assist with service delivery
- Review compensation levels for students in coordination with the Municipality
- Review service delivery model for Burritt’s Rapids to better serve all clients
- Increase collection budget to meet standards for both print and digital
- Increase amount of training opportunities for staff
- Purchase cataloguing and processing services from vendors if available and if it meets criteria
- Train all information desk staff to be able to assist with simple Interloan requests
- Investigate notification of overdues and holds by email.

The above noted changes will require a financial increase. First and foremost is a compensation review of the positions for pay equity purposes. The proposed organization could be implemented with the managers as part time positions, though this will not address many of the issues noted in this report. The Board may look at a phased in plan in order that the cost increases would take place over several years. Once the compensation review is complete then full costing for the recommendations can be determined.

Service Delivery Review Mandate

In 2012 the Library developed a new strategic plan, **Strategic Directions 2012-2016**. The Library had identified 3 key strategic directions for the next 5 years. They are Capacity, Collaboration and Communication. In order to build from our current situation we need to further develop the capacity of the Library in order to provide efficient and cost-effective services to our community. That capacity building can only be accomplished through collaboration with our many partners and communicating with our stakeholders.

The change from a 4 branch system to a 2 branch system, with a state of the art new building changed much in how we deliver service. Previously the organization was based on location and then function. After 2 years working with the new system it is clear that we now need to have an organization based on function. As well the dramatic increase in use of the Library requires a look at how we deliver services.

In order to build the capacity of the Library to provide the services requested by our community a service review needs to be completed. The Library would like to achieve Accreditation by 2016 and in order to accomplish this service standards and performance outcomes must be established and measured. Once this is completed then options for service delivery can be determined and evaluated.

In this review the following two documents are used as the standards and best practices used for public libraries in Ontario.

- Ontario Public Library Guidelines 6th ed (2012)
- Guidelines for Rural/Urban Public Library Systems 2nd ed (2012)

This report will examine the following.

- Services Offered
- Expectations of Service
- Current Performance Outcomes
- Measurement
- Costs of Service Components
- Management of Demand for Service
- Alternative Methods of Delivery of Services
- Recommendations

As well a new organization will be developed along with job descriptions and costing for those options. The Municipality of North Grenville reviewed pay equity in 2010. The Library was not included. Under Pay Equity legislation the comparator for the North Grenville Public Library is the municipality. The Library review will therefore use this as the guideline for their review that must be completed in the fall of 2013 for the 2014 budget.

Services Offered

Accessibility

1. Location of service outlets
2. Open hours
3. Physical access for persons with disabilities
4. Parking
5. Access to materials and equipment in library
6. Service to housebound or institutionalized people
7. Exterior Signage
8. Layout of library
9. Publicity

Resources

1. Staff
2. Library collections
3. Facilities
4. Safety, security and emergencies
5. Privacy and access to information

Services

1. Service Level
2. Lending of library materials
3. Reference and information service
4. Readers' advisory service
5. Children's services
6. Young adult services
7. Services to linguistic, cultural and newcomer groups and people
8. Programming
9. Community information
10. Local history
11. Community space

Co-operation and Partnerships

1. Resource sharing
2. Links with other organizations and individuals

Use of Technology

1. Communication and computer networks
2. Equipment
3. Library software
4. Library website and web-based service

Expectations of Service

The Ontario Public Library Guidelines 6th ed (2012) is used as the indicator of expectations of library service in Ontario in 2013. The Guidelines represent community-based norms for public library development in Ontario. They provide library boards, managers and staff and local governments with up-to-date public library guidelines on policies, resources and services.

Accessibility

1. Location of service outlets

Public library service outlets should be located for maximum convenience of residents of the community.

- Persons in the community are required to travel less than forty-five (45) minutes to nearest outlet.

2. Open hours

In order to provide the best possible access to library service, open hours must be scheduled for the maximum convenience of residents of the community

- Public need
- Minimum hours-main library service outlet is open to the public at least 20 hours per week.
- In multi-branch systems any branch must be open a minimum of 12 hours per week

3. Physical access for persons with disabilities

The library should minimize barriers to access for users with physical limitations and disabilities.

- Accessibility plan in place
- Entrance is wheelchair accessible
- Aisles-space between book stacks is sufficient for the passage of a wheelchair
- Clear access-access to user areas and library materials is clear and unobstructed
- Washrooms-library provides a washroom that is wheelchair accessible and equipped for users with physical disabilities.
- Alternative formats-the library ensures access to its services and resources for users with disabilities by providing materials in alternative formats. The library supplies access to library publications such as Board Minutes, brochures or other documents in alternative formats on request.
- Assistive technology-the library ensures access to its services and resources for users with disabilities by providing assistive technology.
- Web site-library website meets appropriate standards for access by people with a disability.

4. Parking

Parking should be adequate for current and projected use.

- Adequate and convenient parking (including accessible parking space) is available or near the service outlet.

5. Access to materials and equipment in library

Materials in open stacks should be stored at heights appropriate to their primary users. Equipment for accessing electronic materials should be configured to the diverse needs of library users.

- Shelving for adult collections-at least 75% of materials are stored in such a way that the highest shelf is 60 inches or less
- Shelving for children's collections-at least 75% of materials are stored in such a way that the highest shelf is 48 inches or less
- Accessing electronic collections-convenient access to the library workstations is provided for all, with suitable heights provided for those with disabilities and also for children

6. Service to housebound or institutionalized people

The library should make special provision for members of the community who need or desire public library service but who are unable to travel to the library building.

- Library provides material on an organized and regular basis to residents of the community who are unable to travel to the library (eg housebound, residents of institutions such as nursing homes)
- Remote access to library services-take consideration of people who are unable to make regular visits to the library and who rely on remote access to the library through the internet.

7. Exterior Signage

Exterior signage both identifies the particular function of the building and is the library's most basic form of publicity.

- Visibility-buildings are clearly identified by exterior signs which are highly visible from the street and in the appropriate language
- Hours-clearly visible from the exterior of the service outlet
- Directional signs-signage indicating the presence and location of the public library in the community-eg signs on main community thoroughfares

8. Layout of library

How well the library is laid-out will affect how efficiently and conveniently it can be used by public and staff.

- Physical layout-organized in a way that is systematic, easy to navigate and convenient for users

- Interior signage-areas of the library, specific services and parts of the collection are clearly identified.

9. Publicity

Programs and services available at the Library are promoted in the community

- Information about the library programs, services, rules and hours is made easily available to community residents in print and on the web site.

Resources

1. Staff

In the interests of providing the best service possible to the community the Library Board and administration should strive to maintain staff that are well trained and technologically literate to meet library needs, highly motivated and sufficient in number to meet the demands of the community.

2. Library collections

Studying the community's demographic and economic situation, identifying what parts of the community are growing, what activities are most popular, what interests exist, what businesses are present etc provides the library with essential information in determining priorities for library service. Overall library priorities are translated into priorities for physical and electronic collection development.

- Content and size of collection-assess the content and size of the collection required to meet community needs
- Intellectual freedom-library's collection development policy incorporates the concept of intellectual freedom and endorses the Intellectual Freedom statements or manifestos of Canadian Library Association, Ontario Library Association.
- Collection maintenance procedures-procedures in place for acquisitions and withdrawal
- Languages-library offers materials in a suitable variety of languages reflecting the community's needs
- Acquisitions-on an annual basis the library adds new materials to its collection at a rate and in formats that are sufficient to maintain a reasonable level of currency, accuracy and accessibility.
- Withdrawals-regular and on-going program of removing unreliable, out-of-date, and worn out items to maintain the accuracy, currency and relevancy of the contents of the collection and to control the overall size of the collection.
- Collection use-Library has in place methods that accurately measure collection use, methods that keep track of the number of items borrowed or accessed/downloaded by users and of the number of items used on library premises.
- Inventory-ensures that the catalogue accurately reflects the contents of the collection
- Labelling-items in the collection are labelled in a way that is consistent and facilitates ease of access by the public and staff

- Arrangement-items in the physical collection are arranged in a logical and well ordered sequence allowing for convenient browsing and quick retrieval by public and staff

3. Facilities

Library should strive to provide a physical setting for library service that is inviting to the public and that provides adequate space to store and display the library's physical collection, adequate space for the library staff to carry out their duties in an efficient and comfortable setting, and adequate space for the public to make proper and convenient use of the library's equipment, resources and services. Library facilities should have a technology infrastructure that enables staff to carry out their duties efficiently and enables library users to access the library's technology-based services and collections with ease.

- Space-amount of space depends on the unique needs of the individual community
- Areas of library-distinct areas of library for various services and functions
- Public use areas-provision of room for activities such as study, informal reading, public use of library equipment, use of personal equipment and cultural activities
- Temperature-provision of temperature control for the comfort of the public and staff and for protection of assets
- Interior lighting-adequate levels in all areas
- Environmental awareness-adoption of practices (eg recycling) that adhere to sustainable guidelines.
- Shelving capacity-amount of shelving is sufficient to store and display most materials without overcrowding
- Public washrooms-conveniently located washrooms provided for public use
- User Space (Seating)-provision of adequate seating for leisure reading, as well as table space.
- Furniture-provision of furniture that is appropriate for the target user
- Return of materials-provision of the return of library materials when the library is closed

4. Safety, security and emergencies

Provision of a safe and secure environment for library staff as they carry out their duties and for members of the public who use the library.

- Emergency procedures
- Emergency equipment and facilities
- Supervision-all areas of the library open to the public are supervised by library staff with clear lines of sight or video supervision of staff work areas and public areas.
- Working alone
- Exterior lighting-
- Workplace violence
- Harassment
- Code of Behaviour

5. Privacy and access to information

Library is responsible for safeguarding any personal information that it collects and uses pertaining to both the library staff and members of the public who use the library

- Privacy and access to personal information policy and procedures

Services

1. Service Level

Each library system must determine the service level which will be offered to the public (number of locations; hours; types of material and types of services)

2. Lending of library materials

Library members are encouraged to borrow materials and are given responsibility for the care of those materials for a set period of time, after which the materials must be returned to be made available to other users. A well thought-out and organized process must be in place in order that access to materials for loan is convenient and fair for all users and to control the flow of physical materials in and out of the library.

- Lending collection-make available a physical collection of books and other materials which may be borrowed by registered members for a specified period of time.
- Online collection-library makes available to the public an online collection of books and other materials which may be borrowed/downloaded by registered members for a specified period of time
- Circulation policy-policy governing the circulation of library materials which addresses such issues as who may borrow materials, what may be borrowed; loan periods; overdue loans and penalties, renewal of loans, reserving of loans; lost or damaged materials and circulation records.
- Holds-provision of a holds service whereby library members may request to be notified of the availability of materials which are on loan to other members or are in process of being prepared for public use.

3. Reference and information service

Process by which trained library staff endeavour to satisfy the information needs of library users by accurately identifying the information required and then either guiding the user to the most appropriate information source or providing the information itself.

- Trained staff
- Provision of vetted and authoritative materials dedicated to information retrieval in either physical or electronic format
- Ability to respond to remote requests (via email, online, fax etc)

4. Reader's advisory service

Process of matching users with materials, and materials with users. It answers questions that have more to do with users' leisure needs than with their information needs

- Provision of guidance or assistance

5. Children's services

Services to library users who are infants, pre-schoolers and school aged children up to about grade six or seven. Children require services that are designed especially for them because of their different levels of intellectual, emotional and physical development.

- Collection of library materials which is designated primarily for use by children or their caregivers
- Provision of reference and readers' advisory services appropriate to the age levels of these users
- Collections and programs to support the development of early literacy

6. Young adult services

Young adult services involve library users ranging in age from twelve to eighteen years. Young adults require library services that will assist them in their transition from childhood to adulthood.

- Young adults' collection designed to appear to the changing reading levels, interests and information needs of this group.
- Provision of reference and readers' advisory services appropriate to the various age levels of these users

7. Services to linguistic, cultural and newcomer groups and people

Given the growing diversity of many Ontario communities libraries should plan to develop resources and implement programs to meet the unique library needs of local linguistic, cultural and newcomer groups.

- Community need
- Collections
- Reference and Readers' advisory

8. Programming

Programming refers to recreational, educational or cultural group events or activities provided by the library. Programs can be aimed at any age group or any combination. They can take place in the library or in the community or online. They are used to provide information, increase awareness and promote use of the library's services.

- Community need
- Process for planning, preparing and evaluating

9. Community information

Library's role as a source of general information about community organizations and events

10. Local history

Every community has a responsibility to collect and preserve materials which have a special relevance to its unique history. The library has an important role to play in making this information available to the community.

- Digitization

11. Community space

Provision of space for public meetings and gatherings

Co-operation and Partnerships

1. Resource Sharing

As each library collection is unique, and as no one single collection can satisfy all the needs of all its users, public libraries can greatly enhance their service by sharing materials. The act of sharing advances the principle of equity of access by mitigating regional disparities in library service.

- Interlibrary loan service
- Participation in INFO-Information Network for Ontario
- Technology related cooperation-technology related goals out of reach of individual libraries alone are achievable through partnership and cooperation between individual libraries (eg OLC)

2. Links with other Organizations and Individuals

Benefits of co-operation with other organizations include less duplication of service, a combining of resources for maximum effect and an overall improvement in community services.

- Community partnerships
- Broad-based partnerships (FOPL, OLC, Information Network for Ontario)
- Volunteers

Use of Technology

Public libraries need technology infrastructure and equipment suitable to the various tasks they perform whether the task is to provide a direct service to the community (such as access to library's collections) or to support the core functions of the library (maintenance of collections, checking loans in and out).

1. Communication and computer networks-telephone, connectivity, internet public access, user authentication, local area network, email
2. Equipment-wireless networks, new trends and emerging technology
3. Library software-Integrated library system, ILS records, software applications for public service functions, training of users, office software applications for staff

4. Library website and web-based service-library information, library collections, reference and information resources, online reference and information inquiries, websites for specific user groups, interactive services (social media, mobile)

Current Performance Outcomes

Accessibility

<p>Location of Service Outlets:</p> <ul style="list-style-type: none"> • Burritt’s Rapids (village in north/east corner of municipality-split community with City of Ottawa-receive funding from City of Ottawa) • Kemptville (urban centre of municipality-schools, banking, shopping etc) 	<ul style="list-style-type: none"> • Persons in the community are required to travel less than 45 minutes to the nearest public service outlet
<p>Open Hours</p> <ul style="list-style-type: none"> • Kemptville Branch is open 55 hours per week (including 4 evenings; 4 mornings; 5 afternoons and 7 hours on Saturdays) • Burritt’s Rapids is only open 9 hours per week, due to need for additional staff hours at Kemptville-3 hours were switched to larger branch due to demand 	<ul style="list-style-type: none"> • For multi-branch systems branch service outlets must be open a minimum of 12 hours
<p>Physical Access</p> <ul style="list-style-type: none"> • Municipality has an Accessibility Plan, in which the Library is included • Kemptville Branch (built in 2011) is fully accessible for staff and patrons • Burritt’s Rapids Branch (rented space in heritage building owned by Parks Canada) is not accessible • Alternative formats are provided • Assistive Technology is available at the Kemptville Branch • Web site 	<ul style="list-style-type: none"> • Kemptville Branch was built to exceed the draft new build standards available at the time • Renovating the Burritt’s Rapids Branch is not an option • Both branches have collections of large print, talking books and e-books • Library will provide access to publications in alternative formats upon request • Kemptville Branch has two workstations that are totally accessible including assistive technology • Web site has been designed to address some standards-next version of web site will continue meeting the web accessibility initiative standards

<p>Parking</p> <ul style="list-style-type: none"> • Kemptville is located beside a municipal parking lot with 32 spaces (including 2 accessible spots). There is limited street parking in the adjacent street and a municipal lot for 60 cars within a five minute walk. • Burritt’s Rapids has street parking and one staff parking spot 	<ul style="list-style-type: none"> • Parking at both locations is adequate
<p>Access to Materials and Equipment in Library</p> <ul style="list-style-type: none"> • Adult Collections Shelving • Children’s Collections Shelving • Access to Electronic Collections 	<ul style="list-style-type: none"> • 75% of materials in the adult collection are stored in such a way that the highest shelf is 60 inches or less • 75% of materials in the children’s collection are stored in such a way that the highest shelf is 48 inches or less • Access to the Library’s equipment and electronic collections is provided with suitable heights for all including children
<p>Service to Housebound</p> <ul style="list-style-type: none"> • Library provides material on an organized and regular basis to residents of the community who are unable to travel to the library • Remote access to services 	<ul style="list-style-type: none"> • The ILS (integrated library system) provides the ability to provide this service. The Library will work with its volunteer base (ie Friends) to provide this service • Through web site library provides access to collections (ability to place holds and renew materials) and to research databases
<p>Exterior Signage</p> <ul style="list-style-type: none"> • Buildings identified by exterior signs • Hours are clearly visible from exterior • Directional signs in community 	<ul style="list-style-type: none"> • Exterior signs with hours provided. A new sign for Burritt’s Rapids will be ordered in 2013 to reflect new hours • Signage is incorporated with other directional signs
<p>Layout of Library</p> <ul style="list-style-type: none"> • Layout is organized in a systematic, easy to navigate and convenient manner • Interior signage is clearly identified 	<ul style="list-style-type: none"> • Interior signage will be re-examined in 2014

Resources

<p>Staff</p> <ul style="list-style-type: none"> • Personnel Policy • Performance Evaluation • Job Descriptions • Salary Scales • Staffing • Level of Training for CEO • Continued Education & Training 	<ul style="list-style-type: none"> • Library uses many of the same policies as the municipality with some additions/deletions • Performance evaluations are conducted on a regular basis • Job descriptions are being re-written in connection with service delivery review • Salary scales are to be reviewed in conjunction with the municipality. Review is currently underway and will be completed for 2014 budget year • Number of staff required is part of the service delivery review (see page 19) • CEO has completed formal library training (current situation M.L.S.) • Library encourages continuing education
<p>Library Collections</p> <ul style="list-style-type: none"> • Content and Size of Collections • Intellectual Freedom • Language • Acquisitions and Withdrawals • Collection Use • Inventory • Labelling and Arrangement 	<ul style="list-style-type: none"> • Process for assessing collection • Library currently holds 2.17 volumes per capita in its physical collection, which falls below the standard. • Library currently provides access to the provincial collection of e-resources • Policy endorses the Intellectual Freedom statement of the Canadian Library Association • Materials in a suitable variety of languages reflecting community • Library has procedures and policies in place for acquiring new material and removing out-of-date, worn out and unreliable items • Measurement of collection use to compare effectiveness of collections The library's annual rate of circulations per capita is 5.65 (see page 21) • Inventory is carried out on a regular basis • Items are labeled in a way that is

	<p>consistent and facilitates ease of access; items are arranged in a logical and well ordered sequence</p>
<p>Facilities</p> <ul style="list-style-type: none"> • Planning process to determine adequate space for community • Areas • Temperature and Light • Environmental Awareness • User Space • Furniture • Return of Material 	<ul style="list-style-type: none"> • Completed in 2008 with Business Plan for new building-main branch is 10,000 square feet • Distinct areas are provided for adults, children, youth, staff work rooms, storage as well as public use areas for informal reading, public use of library equipment; use of personal equipment and cultural activities • Temperature and lighting levels are adequate in all areas (Kemptville Branch) • Library adopts practices that adhere to sustainable guidelines • Provision of adequate seating and table space Library's current user capacity is 84 user spaces (Kemptville) (includes program room) Library's current user capacity is 10 user spaces (Burritt's) • Provision of furniture that is appropriate for target user • Book drops are available at both branches for when the facilities are closed
<p>Safety, Security and Emergencies</p> <ul style="list-style-type: none"> • Policies and Procedures • Supervision • Staff safety • Code of Conduct 	<ul style="list-style-type: none"> • Policies and procedures in place for dealing with emergencies • Areas of library are supervised by library staff. Video camera has been installed in teen area to complement staff supervision. Increase in surveillance required to ensure a safe environment for public and staff. • Two staff work evenings and Saturdays; exterior lighting at entrances and parking is good. Policy in place for workplace violence and harassment • Policy that outlines appropriate behaviour in library

<p>Privacy and Access to Information</p> <ul style="list-style-type: none"> • Policy and procedures 	<ul style="list-style-type: none"> • Library safeguards any personal information that it collects and uses

Services

<p>Service Level</p> <ul style="list-style-type: none"> • Service levels will be reviewed on a regular basis • Lending of library materials • Online collection • Circulation policy • Holds 	<ul style="list-style-type: none"> • This service delivery will determine appropriate service levels for both branches • Physical collection of books and other material that can be borrowed by registered users • Online collection available which can be borrowed/downloaded by registered users • Policy for memberships; borrowing policies; overdue fines; renewals; reserves; lost or damaged materials • Holds service
<p>Reference and Information Service</p> <ul style="list-style-type: none"> • Trained staff to provide answers to queries and requests for information • Reference Sources • Remote requests • Monitoring of service 	<ul style="list-style-type: none"> • Training sessions held on regular basis and adequate staff to be able to spend time responding to requests. Additional staff time required to meet standards • Provision of vetted and authoritative materials dedicated to information retrieval in appropriate language • Acceptance of requests for information by telephone, fax, online, email and other electronic means • Measurement of service
<p>Readers' Advisory Service</p> <ul style="list-style-type: none"> • Guidance and assistance • Advisory aids 	<ul style="list-style-type: none"> • Provision of guidance and assistance as to which library materials will most suit their needs • Library promotes fiction and other creative works or material on themes of a particular or current interest.
<p>Children's Services</p> <ul style="list-style-type: none"> • Children's collection • Reference & readers' advisory 	<ul style="list-style-type: none"> • Collection of material designated primarily for use by children or their caregivers • Staff to provide children with reference and readers' advisory appropriate to age

<ul style="list-style-type: none"> • Early Literacy 	<p>levels</p> <ul style="list-style-type: none"> • Collections and programs to support development of early literacy
<p>Young Adult Services</p> <ul style="list-style-type: none"> • YA Collection • Reference & readers’ advisory 	<ul style="list-style-type: none"> • Collection of material which is designated primarily for use by young adults and designed to appeal to the changing reading levels, interests and information needs • Staff to provide reference and readers’ advisory services appropriate to the various age levels of these users
<p>Services to Linguistic, Cultural and Newcomer Groups and People</p> <ul style="list-style-type: none"> • Community need • Collections • Reference & readers’ advisory 	<ul style="list-style-type: none"> • Determine needs for provision of library service to linguistic and cultural groups • Where appropriate provision of a collection of library materials to meet those needs • Staff working with these groups and provide services appropriate to these users
<p>Programming</p> <ul style="list-style-type: none"> • Community need and policy • Process 	<ul style="list-style-type: none"> • Determination of community need and development of policy to address issues and community groups • Process for planning, preparing and evaluating
<p>Community Information</p> <ul style="list-style-type: none"> • Library has an important role to play as a source of general information about community organizations and events 	<ul style="list-style-type: none"> • Development of policies and/or procedures to address provision of information or process for referrals
<p>Local History</p> <ul style="list-style-type: none"> • Development of local history collection • Digitization 	<ul style="list-style-type: none"> • The library works collaboratively with the local historical society to develop local collections • No projects have been established in this area at this point in time
<p>Community Space</p> <ul style="list-style-type: none"> • Provision of space for public meetings and gatherings 	<ul style="list-style-type: none"> • A program room is provided for library programming and for public meetings and gatherings, as well as smaller rooms for a number of activities. A policy for uses has been developed.

Co-operation and Partnerships

<p>Resource Sharing</p> <ul style="list-style-type: none"> • Interlibrary Loan Service • Technology-related cooperation 	<ul style="list-style-type: none"> • Member of the province-wide resource sharing system INFO as lender and borrower • Member of OLC; partner with Brockville, Rideau Lakes and Leeds & 1000 Islands for Integrated Library System (ILS) • Member of consortium licensing partnership for reference databases
<p>Links with Other Organizations & Individuals</p> <ul style="list-style-type: none"> • Community partnerships • Broad-based partnerships • Volunteers 	<ul style="list-style-type: none"> • Partnerships with other organizations such as schools, OEYC, BIA, Chamber of Commerce, Historical Society, Youth Centre • Participates in Leeds & Grenville Library Committees; Ontario Library Consortium, Ontario Library Association and takes advantage of provincial and federal funding opportunities (CAP, Trillium etc) • Friends of the Library • Volunteer program for assistance in library

Use of Technology

<p>Communication and computer networks</p> <ul style="list-style-type: none"> • Telephone • Internet Connectivity • Internet Public Access • User Authentication • Local Area Networks • Email 	<ul style="list-style-type: none"> • Kemptville has 3 phone lines and 1 fax line; Burritt's has 1 phone line • Both branches have high speed (Kemptville-cable; Burritt's-wireless) • Both branches have public access Internet with access to online catalogue and electronic collections; email and social networking • Library provides convenient access to resources that are restricted to library members with user authentication • LANs are available for both public and staff networks for printing • Staff have access to email system which can be accessed via the Internet
---	---

<p>Equipment</p> <ul style="list-style-type: none"> • Inventory • Wireless Network • New Trends and emerging technology 	<ul style="list-style-type: none"> • Wireless networks are available for both public and staff access • Library keeps abreast of new trends and technology
<p>Library Software</p> <ul style="list-style-type: none"> • Integrated Library System (ILS) • Software applications for public service functions • Training of Users • Office software for staff use 	<ul style="list-style-type: none"> • SIRSI Symphony, includes a mobile version of catalogue • Open Office; variety of internet browsers; media players, image viewers, editors and CD/DVD/Blu-Ray burning programs and helpful Apps; Zoomtext, Jaws and Open Book • With CAP YI grants the library provides training in various uses of computers • Staff provide training in use of resources available on library's website • Staff have access to applications for email and Microsoft Office (word processing, spreadsheets, power point etc.)
<p>Library Websites and web-based services</p> <ul style="list-style-type: none"> • Library has a website which includes various components 	<ul style="list-style-type: none"> • Library information, contact information; collections; reference and information services; databases; email inquiries; sections for specific user groups; social media
<p>Staffing for Information Technology</p> <ul style="list-style-type: none"> • Staff training in technology use • Technology Expertise • Technical Support 	<ul style="list-style-type: none"> • Staff receive training in how to use library equipment and software • Trained to assist the public as resources permit • Support contract in place

Measurement

There are several tools available for assistance in comparing certain measures of service to other Ontario libraries or to standards and/or recommendations set out by various library organizations. This review uses the following guidelines and/or statistics to measure such outputs as Staffing; Space; Collection Size; Collection Use: and Hours Open to the Public.

Ontario Public Library Guidelines, 6th Edition, Ontario Public Library Guidelines Monitoring and Accreditation Council, 2012

Guidelines for Rural/Urban Public Library Systems, 2nd edition, Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), 2012 (posted on SOLS website)

<http://www.sols.org/index.php/develop-your-library-staff/professional-information-a-z/199-develop-your-library-staff/professional-information-a-z/management-leadership/189-accreditation-general-resources>

Comparative figures based on Ontario Public Library Statistics gathered by the Ontario Ministry of Tourism, Culture and Sport for the year 2010 (most recent available)

http://www.mtc.gov.on.ca/en/libraries/statistics_2010.shtml

Staffing

With increasing public expectations, technology-based services and operations, and the fundamental change in library services, all library employees require formal library education and training. Formal library education and training include the following:

- Professional librarians have a Master’s degree in library or information science from an accredited university
- Library technicians have a diploma in library techniques from a community college
- EXCEL certificate Program in Small Library Management is a distance education program for library workers without formal library training and is administered by the Southern Ontario Library Service.
- Other educational criteria may be required for specific positions or duties-eg. Early Literacy Training; Marketing or Public Relations; or Accounting.

Under the ARUPLO Standards the North Grenville Public Library has one Large Branch (serving 10,000-35,000 population) and one small branch serving between 1,000-5,000 population. Minimum staff levels should be addressed but staffing should correspond to workload.

Number of Staff	Standard	Current Situation
Small Branch serving catchment area of 1,000-5,000	2.5 FTE-5 FTE	.25 FTE
Large Branch serving catchment area of 10,000-35,000	5 FTE-17.5 FTE	2.14 FTE 1.77 FTE of Admin Staff

Staff levels need to correspond to workload as well. The demands of library service transactions per staff hours can be used as a guide, with 13 transactions per staff hour providing adequate time to deal with circulation and reference work.

Using 2012 Data and Hours of Operation

Branch	Hours of Operation	Hours Per Week	Total Circulation	Hours/Year ((52 Weeks)	Circulations per Hour
Burritt's	Tuesday 1-4; Wednesday 6-9; Saturdays 9-12	9	3411	402	8.99
Kemptville	Monday, Tues & Thursday 10 am-9 pm; Wednesday 1-9 pm; Friday and Saturday 10 am-5 pm	55	81630	2657	30.72

Hours Open to the Public

Public libraries operate in an increasingly 24/7 environment. The hours of operation for a system including virtual hours, have to begin to approximate a 24/7 model if they are going to meet public expectations. Minimum hours of operation by library type are noted.

Branch	Hours Open Guideline	Current Situation
Burritt's	20-25	9
Kemptville	35-60	55

Collections

The following guidelines were adopted for collections; an appropriate collection is a variety of materials responsive to specific community needs. These guidelines have been developed at a time when the publishing industry for physical/print publications is in considerable flux and transition. Within this context there is recognition that:

- a. Collection materials include a variety of physical, print and digital formats, and system-wide electronic resources
- b. Physical or print publications will continue to be an important component
- c. Resources are shared among branches
- d. Collections are responsive to each community's needs

Branch	Minimum # of Items Standard	# of Items as of Jan 2012	Items per Capita	Current Situation
Small Branch serving catchment area of 1,000-5,000	7,500	7543	3-5 items per capita	7.54 per capita
Large Branch serving catchment area of 10,000-35,000	30,000	24273	3 items per capita	.58 per capita

For 2010 the comparative figures based on Ontario Public Library statistics gathered by the Ontario Ministry of Tourism, Culture and Sport showed that for Libraries serving populations of between 15,000 and 30,000 the average number of items held per capita was 3.92. North Grenville for 2012 has 2.17 items per capita. Note that these figures do not include e-resources (ie eBooks) or periodicals.

While the collection at Burritt’s is above the standard, much of the collection is quite old. The collection has been weeded several times and continues to be weeded gradually, as the population did not react well to having books taken from their library.

Collection Use

The latest statistics available on public libraries from the Ministry of Tourism, Culture and Sport are for 2010. Unfortunately the increases in use of NGPL from May 2011 to current are not available for comparison with other libraries. We can though look at our 2010 data and do some estimates for the final 2012 figures. Two areas which are routinely measured are **Annual Circulation Per Capita** and **Annual Turnover Rate**. For 2010 NGPL annual circulation per capita (ie number of circulations per capita) was 3.49. The estimate for 2012 is 5.65. Turnover rate is another measure of how well the collection is used and is calculated by dividing the number of items circulated in a year by the number of circulating items in the library’s collection. In 2010 the rate was 1.43 while we estimate 2.72 for 2012.

Summary of Standards and Comparison Research

This chart is a quick visual guide to the areas in which NGPL is doing well and in which areas improvement is required to meet standards or best practices. The * indicates Best Practice rather than minimum standard. “Best Practices describe an optimal level of service or manner of providing services that may or may not be measurable.” *ARUPLO Guidelines for Rural/Urban Public Library Systems 2nd Edition*.

Areas in green show areas of service where we meet or exceed the standards. Orange indicates areas where we do not meet the standards but we are either close or a decision was made to fall below the standard, due to changes in delivery of library services. Red indicates areas where there are real shortfalls which are affecting the level of service that we can provide.

Category	Minimum for a Library in a Comparable City (10,000-35,000 pop)	Pro-rated/Adjusted Minimum for NGPL	NGPL 2012
Circulation Transactions	8,000	12,068	85,239
Facilities (Space)	1 square foot per capita	15,085	11.000
Facilities (Seating)*	5 user spaces per 1,000 capita@ 30 square feet per user space		84 (includes program room)
Facilities (Children’s Area)*	20-40% of a library’s assignable area		Approx 20 %
Facilities (Teen Area)*	5% of a library’s assignable area		Approx 10%
Staff Work Room*	15% of total library space		Approx 20%
Hours of Operation	35-60 hours per week		64
Staff: Min Professional Librarians	1 FTE Branch Supervisor Minimum 2 FTEs + 1 FTE per additional 10,00 people	1 FTE CEO 2.5 FTEs	1FTE
Staff: Other (admin, systems, service delivery)	5-17.5 FTEs	7 FTEs	3.16 FTE
Staff Workload	13 transactions per staff hour		39.71 transactions per staff hour
Collections: Total	3 items per capita	45,255	32,701

Items	(minimum 30,000 items)		
Collections; Mix of Volumes*	2/3 Adult; 1/3 Children and YA		27% of collection Children's and an additional 4% of collection is Teen
Collection: Non-book Items*	25% of Acquisitions Budget spent on non-print formats (online databases and multi-media)		21% is spent on non-print formats
Acquisitions*	50% of materials printed or published within last 7 years		48%
Technology	Minimum 3 public access computers + branches that serve more than 2500 should have 1 workstation per additional 1,300 people	13	18
Branch location*	People travel non more than 30 minutes in a motorized vehicle to access basic library services		
Staff Training and Continuing Education*	No less than 2.5% of total staff budget		.9%

Costs of Service Components

During July 2013 a time study was done at both the information desk and in the technical services unit of the main branch in Kemptville. The study was done in order to try to get some cost figures per transaction in both of these areas. Figures are difficult to determine due to the large number of interruptions in both areas (telephone calls; deliveries; multiple demands on all staff). As well staff work at different paces, though there are expectations of work levels. The chart below is a summary of some of the findings.

Cataloguing/Processing	Amount of Time	Cost per Unit	Cost on Annual Basis (Based on # of new titles)
Duplicating records (copying another library's bibliographic record and modifying it)	5 minutes	\$1.74	\$2,488
Modifying MARC records	2 minutes	\$0.70	\$1,001

(purchasing a catalogue record and doing minor modification)			
Original catalogue records (creating a bibliographic record from scratch)	15 minutes	\$20.88	\$29,858
Processing (application of labels, protective covering, security strips)	Varies from 2-6 minutes per item	\$2.05 (average)	\$2,934

Currently the Library purchases MARC (catalogue records) for a portion of new books ordered. For another percentage of the new items we are able to duplicate records from other libraries. For another percentage (DVDs; government documents; donations; local material) we do original cataloguing. Fortunately this is for a small part of the collection. Our current budget for purchasing MARC records is \$500. We process all of the material added to the collection. This includes barcode; spine label; stamping; genre labels; covering and inserting security strips. We spend approximately \$2,000 annually on supplies.

Information Desk	Average Time per Transaction	Cost per Transaction	Cost on Annual Basis
Circulation	1-3 minutes	\$1.27	107950
Memberships	5+ minutes	\$1.90	n/a
Information Requests	5+ minutes	\$5.00	n/a
Holds	3 minutes	\$1.00	n/a
Technical Support	3-5 minutes	\$1.05	n/a

A number of activities at the information desk were not included in the count-check ins; emptying drop boxes; shelving; calling overdues; answering phone calls; answering directional questions etc. Also the above numbers are from a one week period in July. Few information or technical support questions were counted. The standard of 13 transactions per hour allows staff to perform all duties at the information desk. During the month of July our transactions were 44 per hour.

Management of Demand for Service

One of the main directives of NGPL Strategic Directions 2012-2016 is to reach out to connect and facilitate a communication process within our community. NGPL will engage the community in the ongoing development of strategic directions for library service. A survey of current members and non-members as well as stakeholders in the community is required to get a better understanding of the needs of the community leading to improved services and more opportunities for advocacy and partnerships. The library wishes to engage and solicit feedback from community members, library members, partners and funders on the quality of NGPL programs and services using surveys, focus groups and interviews. This process was to have taken place in 2013, but budget did not allow for this project.

The population of North Grenville increased by 6.2% between 2006 and 2011 compared to the Ontario growth rate of 5.7% over the same period. A greater percentage of residents have high school, trades certificate or diploma or a college certificate or diploma as the highest level of education, compared to the provincial average. North Grenville has one of the highest concentrations of Creative Class workers in eastern Ontario. Presently, North Grenville is home to an estimated 15,651 residents, has a higher labour force participation rate than the Ontario average (71% vs. 64%), has a higher employment rate than the Ontario average (67% vs. 58%) and has an unemployment rate that is lower than the Ontario average (4.8% vs. 8.5%).

Since the opening of the Norenberg Building in May 2011 use of the Library has increased dramatically.

An examination of key statistical indicators, from the Municipal Performance Measurement Program, from 2010, 2011 and 2012 shows the following increases in demand for service.

Direct Circulation of Material	76%
Annual Program Attendance	179%
In Library Use of Materials	903%
Use of Public Computers	1,417%
# of Information Requests	331%
# of In Person Visits	367%

While some changes have been made in order to provide service this service delivery review will assist the Board and Council in determining levels of service and the funding of service. The following changes have been made. Many of these changes promote “self-serve” options which free up staff time for other duties.

- Addition of staff hours for evenings and Saturdays in order to ensure the health and safety of employees working alone
- Re-allocation of 3 hours of staff time from the Burritt’s Rapids Branch, which has seen a decline in usage
- Addition of approximately 2 hours per week to Administration for accounts receivable and payable
- Development of a volunteer program to assist with some routine tasks
- Implementation of a new partnership with Brockville Public Library for Integrated Library System (ILS)
- Provision of eBook service through library website
- Provision of collection of digital reference/research subscription databases through library website
- Initiation of program of self-serve Interlibrary Loan
- Promotion of self-serve options through the ILS (renewals; placing of holds)
- Promotion of services through social media
- Provision of adult programming by collaborating with other community organizations
- Provision of services for fee (invigilation of exams; rental space for tutoring or meetings)

Observations

Over the two years that we have been providing library service from the Norenberg Building a number of observations have been made by staff.

- Integration of the administrative unit into the library has had many benefits, such as closer connection to the public; increased supervision and training for staff and assistance with difficult problems.
- Integration of the administrative unit also creates more disruptions with work flow in the technical services functions of the library, in particular Interloan and Cataloguing
- Increase in demand for service pulls administrative staff away from their duties to assist at the information desk in response to a myriad of situations.
- New activities have been added to the Library's role such as adult programming; supervision of teens after school; helping the public with technical support; increased marketing of library services including social media; introduction of new technologies (eg eBooks).
- Increased demand for service has had an impact on CEO's duties. Increased interaction with the public has been a very positive step, though it does create problems with workflow. Certain tasks have been delegated to another staff for accounts receivable and payable. There is a need for additional delegation of duties to other staff, but this cannot be accomplished without a change in organizational structure and increased resources. Certain tasks are not being accomplished such as searching and applying for grants; review of policies and procedures; collection analysis, collaboration with other groups; training of staff and developing plans for improved or new services.
- The increases in service delivery, as shown in the chart above have been met with minimal increases in staff time. Additional staff time was added for evening and Saturday shifts primarily for the health and safety of staff. This has assisted in being able to meet a percentage of the demand for service, but backlogs continue in a number of areas, such as collection maintenance, dealing with overdues, use analysis and inventory.

Alternative Methods of Delivery of Service

Some functions can be contracted out or re-assigned to other staff members.

- 1) Cataloguing/Processing
Cataloguing records can be purchased from suppliers of new books. This is currently being done to a certain extent, but we could improve our turn-around time for getting new books onto the shelves if we purchase all new items (with the exception of DVDs) with cataloguing (MARC records). In discussion with one of our major suppliers of new books turnaround time for fully processed books has improved dramatically. Again we could purchase new items (with the exception of DVDs; Books on CD) with full processing, freeing up staff time to deal with backlogs; difficult cataloguing issues and collection maintenance. Note we currently still have boxes of items that have not been opened since we moved into the Norenberg Building.
- 2) Interloan
Interloan requests are an extension of information services. Desk staff could be trained in simple Interloan procedures to submit simple requests through the INFO system. Again this would free up Technical Services staff for the more difficult and time consuming requests.

- 3) Continue with promotion of self-service options, such as renewals, holds and interloan requests.
- 4) Investigate self-serve check out, though research shows that this requires additional staff at the information desk.

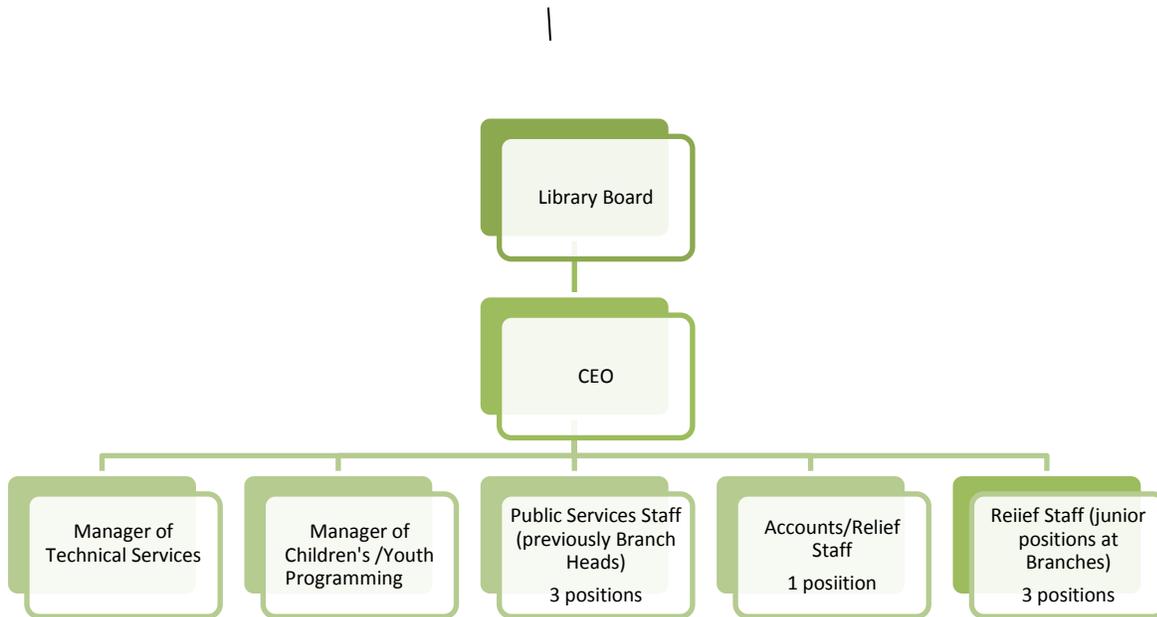
Recommendations

- Re-organize staff to reflect the change in service delivery model
- Review the compensation levels for staff in coordination with the Municipality for pay equity purposes
- Change positions to relate to functions rather than location
- Develop a phased in plan in order to increase the number of full-time employees
- Develop a plan for future hires to increase number of trained librarians
- Ensure that two staff are always available (during all open hours) to provide direct service
- Hire a second student for the summer to assist with service delivery
- Review compensation levels for students in coordination with the Municipality
- Review service delivery model for Burritt's Rapids to better serve all clients
- Increase collection budget to meet standards for both print and digital
- Increase amount of training opportunities for staff
- Purchase cataloguing and processing services from vendors if available and if it meets criteria
- Train all information desk staff to be able to assist with simple Interloan requests
- Investigate notification of overdues and holds by email.

The above noted changes will require a financial increase. First and foremost is a compensation review of the positions for pay equity purposes. The proposed organization could be implemented with the managers as part time positions, though this will not address many of the issues noted in this report. The Board may look at a phased in plan in order that the cost increases would take place over several years. Once the compensation review is complete then full costing for the recommendations can be determined.

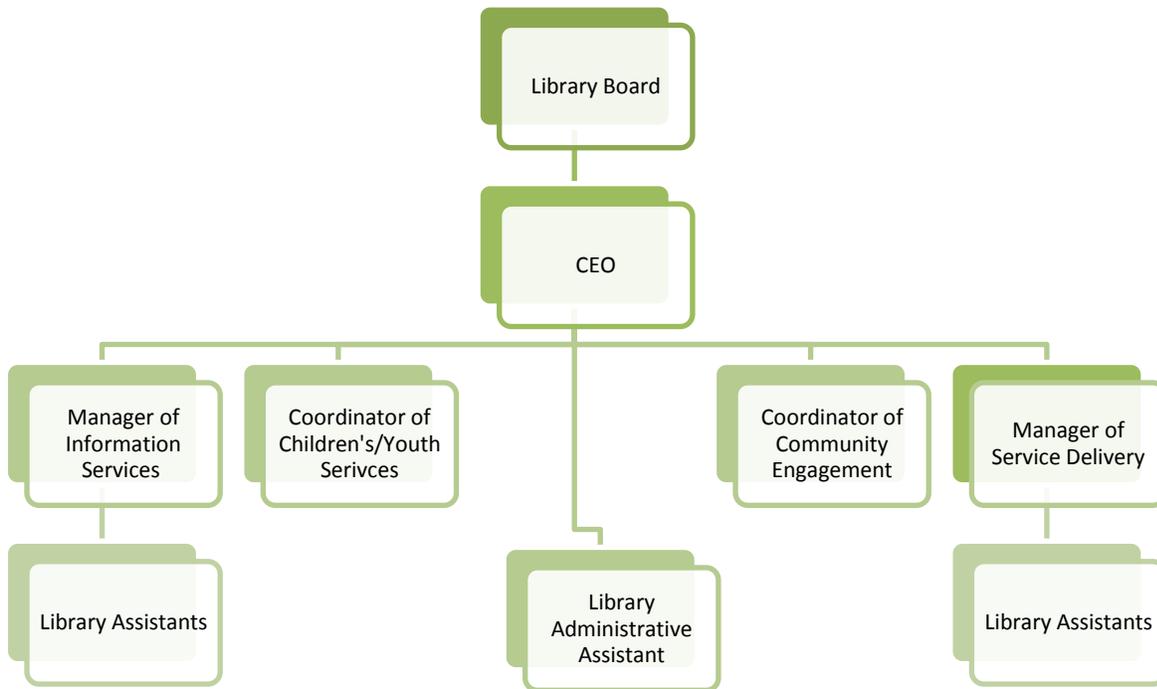
Appendix A-Organization Charts

Current Organization



- All staff report to CEO
- All positions are part-time with the exception of the CEO
- Many staff have more than one responsibility
- Branch Heads did have responsibility for the previous small branches (Burritt's Rapids, Kemptville and South Gower). Children's programmer did double-duty and was responsible for Oxford Mills
- Accounts was a new part time function added in 2012, currently being handled by one of relief staff members who has accounting background
- Updating of website is currently being handled by former Branch head for Burritt's Rapids
- Additional positions include CAP Youth Intern, currently being done by one of relief staff
- Summer student is not on organization chart-assists with Summer Reading Program and is funded by Summer Jobs Canada (100% of \$10.50 per hour-additional pay of \$1.00 per hour is covered by Friends of the Library donation.
- IT support is handled by an outside contract

Proposed Organization



- IT Support Contract is an outside contract
- Summer position for Summer Reading Club is not on organization chart
- Recommendation to hire a second summer student for June-August to assist with service delivery-may not be able to get full funding for this position

Chief Executive Officer (CEO) (Full-time)

- General supervision and direction of the operations of library and its staff
- Plan, organize, direct and evaluate library programs and services and allocates resources to ensure effective and efficient operation of library
- Play an active role in promoting NGPL to community
- Deliver services with attention to legislative requirements

Manager of Information Systems (Recommend a full-time position-which could be a shared position)

- Maintenance of Collection
- Integrated Library System
- Interloan
- Would work 5 hours per week on Information Desk

Manager of Service Delivery (Recommend a full-time position-which could be a shared position)

- Circulation
- Information/Reference Services
- Technology
- Burritt's Rapids Branch
- Would work 20 hours per week on Information Desk

Coordinator of Community Engagement (Part-time position of 25 hours per week)

- Adult Programming
- Marketing
- Communications including Social Media
- Would work 15 hours per week on Information Desk

Coordinator of Children and Youth Programs (Recommend a full-time position)

- Literacy based programs for children and youth
- Collection Development and Readers' Advisory for children and youth
- Would work 15 hours per week on Information Desk

Administrative Library Assistant (Part time position of 10 hours per week)

- Accounts Payable and Receivable
- Payroll
- Would work 8 hours per week on Information Desk
- Would fill in for vacation/sick leave or unpaid absences of other employees

Library Assistants (Part time positions of 10 hours per week)

- Would be assigned to functions under Service Delivery and/or Information Services
- Would fill in for vacation/sick leave or unpaid absences of other employees