

**BURNABY PUBLIC LIBRARY BOARD**

**AGENDA**

Regular Meeting

DATE: 2020 November 19 (Thursday)

PLACE: via Zoom

TIME: 19:00h (7:00pm)

**Our dream is:**

***A welcoming community where all people can explore, learn and connect.***

**To realize our dream:**

***We empower the community to engage with and share stories, ideas and information.***

We would like to recognize we are on the ancestral and unceded homelands of the hə́nqəmíneh̓ and Sk̓wx̓wú7mesh speaking peoples, and to extend appreciation for the opportunity to hold a meeting on this shared territory.

**PAGE NO.**

1. **Motion** to receive agenda

2. **Minutes**

**Motion** to adopt the minutes of the regular meeting held 2020 October 15 as circulated

**ENCLOSED**

3. **Reports**

i) **Board Chair** (verbal)

ii) **Council Liaison** (verbal)

iii) **InterLINK Representative** (verbal)

4. **Report of the Chief Librarian**

i) **COVID-19 and Library Operations**

**1-4**

Purpose: To update the Library Board with Library operations during COVID-19

ii) **Public Service Staffing Model**

**5-9**

Purpose: To provide the Library Board with an update on the implementation of the new Public Service Staffing Model.

5. Other Business

6. Next Library Board Meeting – 2020 December 10 at 7:00pm via Zoom.

7. Adjournment

**Motion** to adjourn the regular meeting



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**TO:** CHAIR AND TRUSTEES  
BURNABY PUBLIC LIBRARY BOARD

**FROM:** CHIEF LIBRARIAN  
BURNABY PUBLIC LIBRARY

**DATE:** 2020 NOVEMBER 19

**SUBJECT:** COVID-19 AND LIBRARY OPERATIONS

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**RECOMMENDATION:**

**THAT** the Board receive this report for information.

**REPORT**

**Timeline**

- On March 16, BPL announced the closure of all libraries to the public, effective March 18.
- Effective March 24, further measures were put in place to reduce the number of staff working at facilities. Cameron, Tommy Douglas and McGill branches were closed to staff (except Building Service Workers). Metrotown remained open.
- On June 1, BPL introduced paper bag pickup service at all four branches. Some staff continued to work part of their week from home.
- On July 13, all BPL branches opened for limited service. Staff began working all their time in libraries.
- On September 8, BPL expanded the services offered to patrons to include browsing, and opened up more of our physical space for limited additional seating. Patrons are asked to keep their visits short.
- On October 5, following guidelines from provincial health authorities, BPL eliminated the 72-hour quarantine period for returned items.
- As of early November, checkout is at about 67% of pre-pandemic levels, foot traffic is at about 37%, and computer use is at about 46%.
- There are no plans to offer in-person programs or access to meeting rooms at this time. Pilot virtual programs are being developed and will be offered in early 2021. Some online programs for teens are being offered in November 2020.

## **Safety Measures**

On May 6, the government of BC released [BC's Restart Plan](#). Under the plan, libraries can open from May 18 onwards with “enhanced protocols” and “sufficient distancing”.

In line with the City of Burnaby’s approach, and working closely with neighbouring libraries, BPL is adopting a cautious, conservative approach to resuming services. Staff safety is our number one priority in resuming services. Detailed safety plans are developed for each new service we begin, and supervisors are working under WorkSafeBC guidelines and with the City of Burnaby Occupational Health & Safety Manager, the Library Joint Occupational Health and Safety Committee, and with CUPE 23 to make sure that safety protocols are developed, communicated, and adhered to. Measures include:

- physical distancing between staff, and between staff and patrons by moving workstations, implementing one-way traffic, and including signage outside elevators;
- increased cleaning protocols, with a particular focus on high-touch surfaces and washrooms;
- installation of physical barriers where physical distancing isn’t possible
- provision of and instruction in effective use of personal protective equipment where physical barriers are not an option

Work continues to make sure that library spaces are safe for staff and patrons. Additional barriers have been installed in both staff and public areas, and shelving has been removed from the second floor workroom in order to install more desks. We are also continuing with additional cleaning protocols, thanks to the hard work of Building Service Workers.

At the beginning of October, the City of Burnaby introduced a face mask policy for city facilities. Face masks are required in situations where physical distancing can’t be maintained for both staff and patrons, and a supply of face masks is on hand for patrons who have not brought a mask. Certain areas have been designated as “mask required” areas for additional clarity.

In November, the City of Burnaby’s Emergency Operations Centre developed a revised working from home policy. Management are looking at work that can be done from home some of the time in certain library staff areas to decrease the number of staff working in key areas like technical services.

## **Staff**

Communication is vitally important during this time, and we’re using various ways of staying in touch and sharing information.

- Branches and departments are holding regular meetings, often daily, to provide updates and address issues.
- Supervisors continue to focus on supporting staff, answering questions, and making sure that staff stay connected to the workplace and to each other.
- In September/October, we ran a third Staff Pandemic Experience Survey, which 74 staff completed. Most of these staff agreed or strongly agreed with statements around communication, safety measures, and support for staff. There were a number of comments on areas of concern or areas where management can improve, including: support and understanding for staff experiencing burnout and stress; a desire for more consultation; concern that complaints are not listened to; lack of comfort bringing forward concerns to library leaders; not enough staff at some locations at some times. This iteration of the survey included a question about what temporary changes made during the pandemic should continue. Suggestions included: keeping later opening time at Metrotown; scheduling staff

before opening and after closing; working from home; expanded delivery and building service worker hours.

- Labour Management meetings continue to take place every week or every two weeks so that we can discuss and address issues in a timely way.
- On April 3, CUPE 23, the City of Burnaby and the Library reached agreement on a Letter of Understanding (LoU) that included a process to lay off and recall staff and to establish a 42-day wage protection period from the date of layoff, during which time laid off staff were paid.
- 185 staff received verbal notice of layoff by phone on Thursday, April 9, which was followed up by a letter. The effective date of layoff was Wednesday, April 15.
- 11 additional Pages were recalled in early November. All but 5 staff have now been recalled. The remaining 5 staff are all Pages.

A handwritten signature in black ink, appearing to read 'Beth Davies', written in a cursive style.

Beth Davies  
CHIEF LIBRARIAN  
BURNABY PUBLIC LIBRARY





**TO:** CHAIR AND TRUSTEES  
BURNABY PUBLIC LIBRARY BOARD

**FROM:** CHIEF LIBRARIAN  
BURNABY PUBLIC LIBRARY

**DATE:** 2020 NOVEMBER 19

**SUBJECT:** PUBLIC SERVICE STAFFING MODEL

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**RECOMMENDATION:**

**THAT** the Board receive this report for information.

**REPORT**

In January 2021, BPL will transition to a new public service staffing model. The new model aims to adjust staff resources in order to provide public service that is seamless, barrier-free, personalized, and adaptable to changing community needs. This report updates the Board on the implementation of the model.

**Background**

A 2018 research project found that many of the questions answered at BPL's information desks do not require specialist librarian training and knowledge, and that many staff are underutilized. Additionally, some patrons require in-depth assistance with information, research, or technology that staff are unable to provide using the library's current model. Staff also lack time to build relationships with community members, develop meaningful programs, and effectively manage the library collection. BPL also needs staffing in areas such as technology assistance, research and measurement, and marketing.

In order to address these challenges, a team was formed to create a model that enables staff to use their highest capabilities in order to provide public service that is seamless, barrier-free, personalized, and adaptable to changing community demands. The project team, made up of six frontline staff (two Librarians, an Info Clerk, two Clerks, and a Page) and led by Assistant Director, Public Service Heidi Schiller, finalized the new Public Service Staffing Model in December, 2019, after an iterative process involving staff feedback and consultation.

Work to implement the model began in 2020, and the original team was expanded to include a Librarian 2, a Senior Clerk, three more Librarians, and one more Clerk. Although

the implementation schedule was adjusted as BPL focused on reacting to the COVID-19 pandemic, we remain on track to transition to the new model in January 2021.

## **Model Overview**

### **1. Single desk model**

- Public service will be provided from staff working together at a single desk where patrons are provided with circulation, reference, readers' advisory and technology assistance.

### **2. What staff will do in the new model**

#### ***Pages***

- Pages will be primarily responsible for shelving, shelf checks, shelf reading, and retrieving materials. Pages will assist patrons with finding books in the stacks and on the holds shelf

#### ***Information clerks***

- Information clerks will be the primary provider of public service at public desks
- Information clerks will assist patrons with finding materials, basic technology questions and circulation questions
- Information clerks will refer reference and readers' advisory questions to librarians
- Information clerks will spend off-desk time on materials handling and circulation processes, and may assist with programs and events

#### ***Librarians***

- A librarian will be scheduled at all times the library is open
- Librarians will provide in-person reference, readers' advisory, technology and circulation assistance at the public desk during busy times, and as back-up to the information clerks during quiet times
- When not providing in-library public service, librarians will focus on collections, programming, community outreach and engagement, service design and development, and reference and readers' advisory one-on-ones
- All librarians, including supervisors, managers and non-public service staff, will spend some time providing direct public service.

## **Organizational Structure**

From June to August 2020, exempt staff developed a revised organizational structure to support the goals of the Public Service Staffing Model. In addition to supporting the model's aim to provide public service that is seamless, barrier-free, personalized, and adaptable to changing community needs, the new organizational structure also aims to support other staffing gaps and needs identified by exempt staff, including:

- Coordination of and increased focus on community work, in particular work with communities who speak languages other than English, and community work through the lenses of equity, inclusion and anti-racism
- Increased complexity of collections work, and need for designated roles for digital resources and materials in other languages
- Coordination of Home Library & Accessible services

- Increased capacity for Branch Managers to support staff coaching and development
- Increased capacity for Managers and other staff to guide service development and delivery, and innovate new services
- Increased ability for Librarian 1 staff to take ownership of library and community priorities

The new structure, which takes effect on January 4, includes changes for both senior staff and librarians, as follows:

### ***Managers and Supervisors***

- A new Community Development Manager position was created to oversee the work of an increased number of community librarians.
- Branch Managers will take on additional responsibilities for systemwide portfolios.
- A new Librarian 2 – Collections position will be created to oversee the work of an increased number of collections librarians.
- The Librarian 2 position at Metrotown will support the Branch Manager at BPL's largest branch.
- Senior Clerks will take on additional responsibilities for branch facilities and operations. They will be reclassified and retitled Library Public Service Supervisor.

### ***Librarian 1s***

- Librarian 1 positions will focus on one of 6 areas: Adult Public Service, Cataloguing, Children, Collections, Community, Teen
- All librarians will spend some of their time as librarian-in-charge at a branch (not necessarily their home branch). The number of days will vary, with Adult Public Service Librarians spending the most time on this work.
- Adult Public Service Librarians will focus on the design and delivery of information, reference, readers' advisory, programming and other services. Adult Public Service Librarians will also be responsible for a portfolio or project that ties to a strategic priority and supports either a community need (eg supporting Indigenous communities) or an organizational need (eg readers' advisory). These librarians may be responsible for a portfolio as an individual or be part of a team. The portfolios and organization of this work will be co-designed with public service librarians in a process led by the Assistant Director, Public Service in November.
- Cataloguing Librarians will focus on cataloguing print and digital resources
- Children's Librarians will focus on community work with children and families, and on service design and service delivery to children and families. Collections work will move to Collections Librarians.
- Collections Librarians will focus on acquisition and collection management of adult, teen, children, digital resources in all languages.
- Community librarians will focus on community work with adults through the lenses of equity, inclusion and anti-racism
- Teen librarians will focus on community work with youth, and on service design and service delivery to teens. Collections work moves to collections librarians

This organizational structure was shared with staff in the week of August 31. Staff provided feedback directly and through meetings. The final structure was amended to slightly increase the number of children's librarians, and was shared with staff on September 23.

## **Staff Impact**

Implementing the new Public Service Staffing Model is a big undertaking for BPL as an organization, and a significant change for many staff.

### ***Training***

- Training staff in preparation for the new model is one of the most significant deliverables of this project.
- Information Clerk training was delivered in October to staff in their branch cohorts, using board-approved rolling branch closures to ensure that as many staff as possible could participate
- 55 Clerks completed all three day-long modules and we are scheduling extra sessions for 18 Clerks who still have one or more module to attend. Where possible, training for these staff will be scheduled in November or December.
- Ongoing training for information clerks, including mentoring, checklists and shadowing, is being developed and will be offered to staff at the end of 2020 and into 2021.
- Training is in development for Librarians that will include mentorship of Information Clerks, applying the Code of Conduct, and the role of Librarian in Charge in the new model.

### ***Communication***

- Regular updates on the progress of implementation continue to be shared with all staff via the staff intranet.
- Managers and supervisors have key roles to play in answering staff questions and in supporting them through this change. Regular team and one-to-one meetings will continue for the rest of 2020 and into 2021.
- Zoom calls for both librarians and information clerks were scheduled. These calls were recorded and shared with staff so that staff who couldn't attend in real time could listen to questions, comments and answers.
- All librarians were given the opportunity to meet one-on-one with the Chief Librarian to discuss their options and career path. 42 out of 47 librarians took advantage of this opportunity.
- Management kept the union informed on draft versions of the model and process at regular weekly Labour Management meetings, and negotiated a letter of understanding to clarify position and budget changes, and process. The LoU includes a commitment to review part-time non-benefit positions as they become vacant with the aim of creating additional benefit positions, and a commitment to explore the possibility of implementing a pilot project for Library Information Clerks which would enable the senior capable applicant to be confirmed in the position.

### ***Assigning librarian positions***

- Regular librarians were invited to express interest in any position, giving all librarians the chance to try something new.
- An incumbent who wished to remain in their current position was able to do so.
- Positions were assigned based on skills, knowledge and ability, with seniority the determining factor where skills, knowledge and ability are relatively equal.
- Of the 25 librarians who were part of the process, 21 have been placed in their first choice positions. Additionally, 3 librarians are in their first choice positions but not in their first choice locations.
- At the end of this process there are 4 vacant positions: 1 full-time and 1 part-time Community Librarian, 1 full-time teen librarian, and 1 full-time adult public service librarian. These positions were posted internally on November 3.

### ***Converting public service Clerk 2s and 3s to Information Clerks***

- Public Service Clerk 2s and 3s will be reclassified to Information Clerks.
- After training, Clerk 2s and 3s who do not wish to become Information Clerks will be given the option to stay (be “legacied in”) as Clerk 2s and 3s if they believe they are unable to learn the new duties.
- Clerks who opt not to become Information Clerks will meet with management and the union to better understand (and potentially address) their concerns.
- Duties, schedule and work location of Clerk 2s and 3s who opt not to become Information Clerks will be developed once the number of legacied clerks is known.
- As public service Clerk 2 and 3 positions become vacant, they will be posted as Information Clerk positions.

### ***Staffing budget impact***

- The new Public Service Staffing Model will result in increased costs to convert Library Clerk 2s and 3s to Information Clerks, and to convert the Community Outreach Librarian position to Manager, Community Development.
- These costs have been offset by eliminating vacant positions.



Beth Davies  
CHIEF LIBRARIAN  
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