

**BURNABY PUBLIC LIBRARY BOARD**

**AGENDA**

Regular Meeting

DATE: 2021 December 9 (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 heñq̓emiñeḿ and Skwxwú7mesh speaking peoples, and to extend appreciation for the opportunity to hold a meeting on this territory.

- |   | <u>PAGE NO.</u>    |
|---|--------------------|
| 1. <b><u>Motion</u></b> to receive agenda   |                    |
| 2. <u>Minutes</u>   |                    |
| i) <b><u>Motion</u></b> to adopt the minutes of the regular meeting held 2021 November 18 as circulated | <u>ENCLOSED</u>    |
| 3. <u>Reports</u>   |                    |
| i) <u>Board Chair</u> (verbal)  |                    |
| ii) <u>Council Liaison</u> (verbal)   |                    |
| iii) <u>InterLINK Representative</u> (verbal)   |                    |
| 4. <u>Items for Decision</u>  |                    |
| i) <u>Privacy Policy Revision</u>   | <b><u>1-5</u></b>  |
| Purpose: To seek Library Board approval for the revised Privacy Policy.                                 |                    |
| 5. <u>Items for Information</u>   |                    |
| i) <u>Public Service Staffing Model Evaluation</u>  | <b><u>6-15</u></b> |
| 6. <u>Other Business</u>  |                    |

7. Next Library Board Meeting – 2022 January 20 at 7:00pm via Zoom.

8. Adjournment

**Motion** that the regular meeting adjourn and that the Board resolve itself into an in camera meeting from which the public is excluded in order to consider financial matters.



# Burnaby Public Library

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

**FROM:** ASSISTANT DIRECTOR, COLLECTIONS AND TECHNOLOGY  
BURNABY PUBLIC LIBRARY

**SUBJECT:** PRIVACY POLICY REVISION

**DATE:** 2021 DECEMBER 09

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**RECOMMENDATION:**

**THAT** the Library Board approve the revised Privacy Policy as outlined in this report.

**REPORT**

At the September 2021 Board meeting, trustees agreed to review two board policies in 2021, and formed an ad hoc working group to review them. One of those policies is BPL's Privacy Policy.

The ad hoc working group met in November to review proposed changes to the Privacy Policy, and revisions are presented here for consideration of the Board. Changes include:

- A reorganization of information and new sections covering common activities at the library, adapted from the Library Freedom Project's [privacy policy template](#)
- More plain language in keeping with the template and tone of the BPL's website
- The addition of contact information for the privacy officer per recommendations from the Office of the Information and Privacy Commissioner of BC, and in keeping with other libraries' privacy policies

Text in red in the policy rewrite below is new or revised text; text in black is from the existing Privacy Policy.

A handwritten signature in black ink that reads "Trish Mau".

Trish Mau  
ASSISTANT DIRECTOR, COLLECTIONS AND TECHNOLOGY  
BURNABY PUBLIC LIBRARY



## B2. Privacy

### Objective

The purpose of this policy is to affirm the Board's commitment to privacy and to identify policy implications of this commitment.

### Policy Statement and Details

Your privacy is important to us. At Burnaby Public Library, we do everything we can to protect and respect your personal information and keep your library records confidential. We strive to collect the least amount of personally identifiable information we can and avoid creating unnecessary records. We recognize that users' choices about the materials they borrow and websites they visit is a private matter. We make every reasonable effort to ensure that information about your use of library collections, services and programs remains confidential.

~~As a public body, Burnaby Public Library abides by the BC Freedom of Information and Protection of Privacy Act (FIPPA). The Library values the privacy of its users, regardless of the manner in which they engage with the library and takes every reasonable precaution to ensure that personal information is accurate and up-to-date. The Chief Librarian, or designate, serves as the library's Freedom of Information and Protection of Privacy Officer under FIPPA. for the purposes of the BC Freedom of Information and Protection of Privacy Act (FOIPPA).~~

#### What information do we collect?

We collect both personally identifiable information and anonymous information in order to provide library services to users. Personally identifiable information is any information that could potentially identify a specific individual. Personally identifiable information collected by the library may include:

- Name
- Address
- Telephone number
- Email address
- Date of birth
- Items checked out or requested, cancelled holds, and interlibrary loans
- Overdue items (until returned)
- Fee history (for lost or damaged items)
- Sign-up information for library events and programs
- Questions or feedback received from you

We respect your right to access, correct or request the removal of any information we have about you. Please contact us if you need us to correct your name or any other information that identifies you.



**Who has access to your information?**

All library user records are considered confidential. Your library record may be accessed by:

- Library staff performing job duties
- You, with your library card or upon proof of identity
- A person with your library card number
  - Please keep your library PIN private and report lost or stolen cards immediately

The library may disclose personal information:

- If the Chief Librarian determines that compelling circumstances exist that affect a person’s health or safety
- To facilitate contact with the next of kin or a friend of an individual who is injured, ill or deceased
- To law enforcement with a valid subpoena, warrant or other court order
- To a contracted library service provider, strictly for the purpose of maintaining library electronic services

Burnaby Public Library will otherwise only use personal information for the purpose for which it was originally collected or in a manner that is consistent with those purposes.

~~The Library does not sell, rent or lease personal contact information stored in the Library’s database to outside parties.~~

~~All records relating to cardholder registration and the use of library services, including questions asked, programs attended and materials viewed, accessed or borrowed, are confidential.~~

~~The library adheres to all applicable legislation, including Canadian Anti-Spam Legislation, in its communication with users.~~

~~No person or organization outside the library may have access to them, with the following exceptions:~~

- ~~• a third party acting on the library’s behalf to expedite the return of overdue items or obtain monies owing to the library in cases in which users have failed to return library materials on time~~
- ~~• where there are compelling health and safety reasons;~~
- ~~• to contact a person’s next of kin if that person is injured, becomes ill or dies while visiting the library~~
- ~~• by subpoena, warrant or other court order~~

~~The choice of materials and the way in which information is utilized in the library is considered to be a private undertaking on the part of the individual library user. If people are to make full use of public library facilities, their privacy cannot be or appear to be compromised by the possibility that others have access to information on what materials they are using, what questions they are asking, or personal data collected by the library. It is the responsibility of a child’s parent or guardian, not library staff, to monitor a child’s use of library services and collections.~~



~~As stewards of the personal information entrusted to the library by members of the public, library staff are expected to meet the highest standards when ensuring the protection of that information.~~

### **Library materials and borrowing history**

The library does not keep a record of your borrowing history beyond operational requirements. Once you return an item, it is removed from your account. Payment details for lost or damaged items remain on your account for one year. If you are a user of our Home Library and Accessible Services, your borrowing history is kept longer with your permission, in order to assist staff in selecting materials for you.

### **Public computers, devices and wireless network**

The library does not keep a record of your activities on any public computer or device, or the library's wireless network. Any record of browsing history or activity is removed when you log out, return the device or disconnect. Information about your public computer reservation (library card number, computer number, reservation time, and session duration) is purged at the end of each day.

### **Surveillance cameras**

Library locations have security cameras inside and/or outside buildings. Video footage is kept for seven (7) days. Video is only available to view by supervisors in response to security incidents that threaten the safety of people or property. Footage may be disclosed to law enforcement in response to a valid subpoena, warrant or court order; to assist in an investigation related to a security incident at the library; or where the Chief Librarian determines that compelling circumstances exist that affect a person's health or safety.

### **Video surveillance**

~~Video surveillance is used for the following reasons:~~

- ~~• as a means of increasing the level of security of individuals;~~
- ~~• to minimize the loss of the library collection or other physical assets; and~~
- ~~• as a means of assisting in the apprehension and/or prosecution of those who violate the law on library premises.~~

~~The Library Board recognizes that individuals have privacy rights that are reduced, but not eliminated, while under video surveillance.~~

~~A surveillance video is recognized to be subject to the provisions of the BC Freedom of Information and Protection of Privacy Act.~~

### **Children's privacy**

Children have the same rights as adults with respect to their personal information. The library does not monitor children's use of library services and collections. We encourage parents to take an active role in their children's internet use and teach them about the importance of not revealing personal information online. A parent or guardian may act for a minor in relation to specific sections of FIPPA if the minor is incapable of acting under that section.



### **Internet access**

The Internet has become essential to participation in a democratic and information-driven society and is an essential part of the universal access to information that libraries provide and support. The Internet is a largely unregulated environment which contains information and opinions that range in scope from authoritative to completely unreliable. Patrons need also to be aware that the Internet is not a secure medium and that third parties may be able to obtain information about patrons' activities. While Burnaby Public Library strives to uphold its commitment to protect patron privacy in the delivery of Internet resources, the library assumes no responsibility for the security and privacy of online transactions that are not conducted on Burnaby Public Library's own website.

### **Third-party vendors**

The library works with third-party vendors to provide online services, digital collections, streaming media content and more. Examples include BiblioCommons, Overdrive/Libby, Kanopy and LinkedIn Learning. When you leave the library website, your interaction with these systems will be governed by their individual privacy policies. Some of these vendors may collect and share information you provide to them or require you to create a personal account in order to use their services. Check the vendor's privacy statement and terms of service to learn more about how your data is tracked, stored, and used by them. Inquire with the vendors directly if you have any specific questions about their data collection and management policies.

### **Contacting the privacy officer**

If you have questions about this policy, you can contact the library's privacy officer at 604-436-5427. You can also email [privacy@bpl.bc.ca](mailto:privacy@bpl.bc.ca) or write to:

Privacy Officer  
Burnaby Public Library  
6100 Willingdon Avenue  
Burnaby, BC V5H 4N5

***Last Reviewed: 2021-12-09***



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

**FROM:** ASSISTANT DIRECTOR, PUBLIC SERVICE  
BURNABY PUBLIC LIBRARY

**SUBJECT:** PUBLIC SERVICE STAFFING MODEL EVALUATION

**DATE:** 2021 DECEMBER 9

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### **RECOMMENDATION:**

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

## **REPORT**

### ***Background and Purpose***

The goal of the Public Service Staffing Model (PSSM) project is to serve Burnaby's community better by adjusting BPL staff resources.

In 2018, the Library's Examining Questions Project found that most questions answered at information desks (approximately 90%) did not require Librarian-specific training and knowledge, and that the Library's highly competent clerical staff were capable of responding to a wider variety of patron enquiries.

Additionally, the Library's 2018 strategic planning process identified a number of Burnaby residents' needs and concerns that Library staff struggled to address within the structure of the previous staffing model. These needs and concerns included:

- Social isolation & connections through library services and programs
- Non-English language service development and delivery
- Digital inclusion
- Honouring Indigenous perspectives and knowledge
- Dialogue on key community issues
- Programming focused on responding to community needs
- Inclusive, barrier-free service beyond our walls into the community
- Collection development of non-traditional materials
- In-depth assistance with information, research, & technology

The project thus aimed to design and implement a model that adjusted staff resources in order to provide public service that is seamless, barrier-free, personalized, and adaptable to changing community needs.

In 2019, a group of frontline staff, led by Assistant Director, Public Service Heidi Schiller, designed the new model, which included the following key elements:

- Single-service points at all locations where patrons are provided with circulation, reference, and technology assistance at a single desk.
- Conversion of the Library's Public Service Clerks into Information Clerks, which broadened the scope of assistance they are able to provide to the public.
- A new organizational structure to support Librarians' ability to focus on areas of community need, including the creation of new Community and Collections Librarian roles.

The PSSM team used a design thinking approach and consulted with staff at various points in the process. In 2020 implementation of the new model began, and included the following:

- Reclassification of 99 Clerks into Information Clerks.
- Development and delivery of training for clerical staff.
- Introduction of a new organizational structure to support the model.
- Creation of single-service points at each branch.

In 2021, implementation of the model continued with a three-month transition phase, operationalization of the new organizational structure, the development of new Adult Public Service Librarian roles, centralization of collections work, community development training for Community, Children's and Teen services librarians, and Design Thinking training for Children's and Adult Public Service Librarians.

### ***Evaluation Methodology***

The original Public Service Staffing Model planned for a six-month evaluation, but due to COVID-related service impacts, the evaluation began at the eight-month mark. The PSSM team designed the evaluation to focus on three main outcomes:

1. Patrons' questions and needs are addressed quickly and effectively.
2. Public Service staff understand and feel confident and prepared in their new roles and organizational structure.
3. Librarians spend more time working on community engagement, program and service design and delivery, and collections work than in the previous model.

The following assessment tools were used to evaluate the model:

- Public Service Staff survey
- Staff feedback sessions

- Desk Question Analysis: comparing pre-and-post-model implementation questions asked at service desks, as well as a quantitative analysis of public service hours

During the feedback sessions, staff brainstormed ways to address the major issues identified, which informed the actions developed by the PSSM team found in this report.

### ***Findings***

The results of the evaluation are categorized below by outcome.

#### **Outcome 1: Patrons questions and needs are addressed quickly and effectively**

The PSSM Team designed the new model to provide service that is seamless and barrier free. Practically, that meant reducing the number of times staff referred a patron to another staff member or desk. The model aims to do this by broadening the scope of assistance clerical staff provide to patrons, as well as consolidating service points so that patrons are able to access staff without having to go to another location.

Using the Desk Question Analysis, the PSSM team found that the move to a single-service point accomplished the goal of reducing the amount of referrals. Overall, Information Clerks are referring 2% of patron questions to Librarians – a sevenfold reduction from 2018.

Likely contributing to the low rate of referral is the fact that Librarians are still answering a large amount of questions in the new model, in which patron service is provided by a mix of Information Clerks and Librarians at single-service points. The Desk Question Analysis found that 26% of patron questions are being answered by Librarians, and suggests that Librarians are spending significant time directly fielding questions in branches.

The Desk Question Analysis, combined with qualitative feedback from staff, suggest that while patron questions and needs appear to be addressed quickly under the new model, the current practice may go too far in reducing patron handoffs, and in fact, Information Clerks should be referring more patron questions than they are currently. While patrons are getting service quickly, answers to patron questions may not be as effective as they could be.

#### **Outcome 2: Public Service staff understand and feel confident and prepared in their new roles and organizational structure**

The staff survey and feedback sessions surfaced many issues related to staff understanding and confidence in their new roles and structure. Overall, staff report varying levels of comfort in the new model, with Information Clerks reporting more confidence in general, and Librarians reporting more dissatisfaction in general.

#### ***New Roles***

Information Clerks report overall high levels of comfort and satisfaction in their new roles. Many report positive feedback about the increased variety in their work and the

more meaningful interactions with patrons. Both Info Clerks and Librarians report feeling positive about the increased teamwork and reduction of barriers between the two class specs. Providing more clarity for when Info Clerks should refer questions to Librarians is needed, however. The Desk Question Analysis found that Info Clerks are answering more complex readers' advisory and tech help, database usage, and research questions than the model intended. Information Clerks also reported they need more training on technology.

Many librarians feel uncomfortable and unsupported in the new model. There are several reasons for this. Some feel a need for more and better training and clarity of expectations regarding the Librarian in Charge responsibilities. When working public service shifts, Librarians are designated as Librarian in Charge and backup. The Librarian in Charge designation means they are responsible for supporting Information Clerks with incidents and disruptive behaviours, and emergency situations when a Branch Manager or Public Service Supervisor is not present. Being backup Librarian means they support Info Clerks on desk with complex patron questions. At Metrotown, there are two backup Librarians, and only one is designated Librarian in Charge.

Some feel the new model reflects a de-professionalization of their work because of time spent doing circulation tasks as backup Librarian. Many of the "parachute librarians," (Librarians who work in Community, Teen, Collections and Technical Services who are not attached to a branch, but provide regular public service at a designated location), are unconvinced of the value of spending their time doing public service shifts, and many Librarians feel the backup system is confusing, overwhelming, and results in too much time spent on circulation-related tasks, or in some cases not enough time spent with the public.

In the new model, Librarians are expected to assist patrons with some circulation-related tasks in order to provide service that is seamless and barrier free. Some Librarians report they are spending more time assisting with circulation-related tasks and less time assisting with complex questions than intended with the model. Much of this is likely due to the fact that the model currently encourages Info Clerks to call out a backup Librarian to assist at the desk during busy times, regardless of the level of complexity of the questions being asked by patrons during those busy times. This is also likely due to the previously mentioned issue of Info Clerks answering more complex questions than they are expected to.

### *Disruptive Behaviours*

Both Librarians and Info Clerks report feeling uncomfortable dealing with disruptive behaviours and incidents, and feel there is a lack of clarity around roles and responsibilities when dealing with them.

The Librarian in Charge role is not a new one for Librarians. It has always been a part of the Librarian classification specification. However, in the old model, Librarians primarily were only designated LIC on evenings and weekends when Branch Managers were not at work. In the new model, backup Librarians are almost always designated as LIC,

which means many staff who were rarely LIC in the old model have encountered these duties more frequently, or for the first time in the new model.

Additionally, it has been several years since the Library has delivered Disruptive Behaviours Training, and staff report feeling they need opportunities to learn how to deal with and practice responding to disruptive behavior incidents.

#### *Workflows/Physical Space*

There are backlogs, lack of consistency in performance of, and workflow issues with circulation-related materials handling and backroom tasks. Additionally, the Metrotown first-floor single-service desk is challenging to work from, and staff report difficulty in serving children and families now that there is no longer a service desk in the children's department.

#### *Communications*

Many staff reported feeling that system-wide and location-specific communication needs improvement, and that they find it challenging to keep up with what is going on with the staffing model. Some staff feel there are not enough opportunities to provide feedback on how the model is working. Information is hard to find and/or inconsistent and confusing on the internal staff intranet and drives. Some staff report that the frequent turnover of Information Clerks at the desks throughout the day makes communication difficult. Some staff also feel that management is disconnected from the issues with the model on the ground.

#### *Scheduling*

Scheduling is another issue. Many staff report difficulty in scheduling meetings for working groups, portfolio teams, and projects. Scheduling practices are inconsistent from branch to branch, with some branches having set schedules and scheduled breaks, while others do not. Issues also include balancing backroom duties and desk time for Info Clerks. Some Librarians feel frustrated with time spent on desk during backup shifts, as well as difficulty in taking/scheduling breaks and meetings. Variability of weekly schedules is a challenge for some Librarians. And Public Service Supervisors and schedulers report challenges with a lack of procedures for "parachute librarians" to request vacation time.

### **Outcome 3: Librarians spend more time working on community engagement, program and service design and delivery, and collections work than in the previous model**

The model's new organization structure aims to support the above outcome through the creation of new and redefined positions. These positions addressed staffing gaps and needs, 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 more emphasis on digital resources and materials in other languages
- Coordination of Home Library & Accessible Service
- 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

In order to focus staff resources on the above needs, the new organizational structure created six Librarian areas: Adult Public Service, Cataloging, Children, Collections, Community and Teens. Each area would still be responsible for some direct public service work – the amount varies between 20 to 60% for Librarian 1s, and 10% for Supervisors.

The structure resulted in three new Collections Librarian positions and three new Community Librarian positions. Adult Public Service Librarians are now responsible for service design and delivery within three portfolio areas – Digital Learning, Community Connections, and Lifelong Learning.

In addition to the creation of new positions, a central goal of the new model was to enable Librarians to spend more time working on community engagement, program and service design and delivery, and collections work. The Desk Question Analysis shows that Librarians collectively spend less time on the desk in the new model than they did in the old one. Prior to the PSSM implementation, Librarians spent an average of 60% of their time on desk. Post-PSSM-implementation, Librarians spend an average of 40% of their time on desk or as backup. In the old model, Librarians collectively spent approximately 495 hours on desks per week. In the new model, Librarians spend approximately 330 hours on desks per week, most of which is spent working off-desk as a backup Librarian. System-wide, this represents 33% less time on desk, collectively, than prior to implementation.

While some librarians have seen the time they spend doing public service increase under the new model, the change has accomplished the objective of decreasing public service desk time for Librarians overall.

While the data shows that the structure supports the goal of outcome 3, the transition has required a great deal of change, learning new roles and working with new teams in new reporting structures. Many, if not all, Librarians are still learning and streamlining workflows and processes. The Adult Public Services Librarians will only just have completed training for their new roles by the end of 2021. Additionally, all Librarians spent the majority of the first half of 2021 focused on successfully supporting Info Clerks in their new roles. This means that there is still work to be done in ensuring that the structure supports this goal in meaningful ways.

Assessing this outcome will be a high priority for the next evaluation in mid-to-late 2022.

### **Actions**

The PSSM team developed the following action items, with input from staff during feedback sessions, to address and improve the issues identified in the above outcome areas. The PSSM team will create an implementation plan for the actions in early 2022.

#### **1. Create a backup Information Clerk role**

- This role would assist at service desks during busy times, with the goal of minimizing the time backup Librarians assist with circulation-related questions and maximizing the times they assist with complex reference questions
- The backup Librarian would be called out if further assistance is needed due to busyness, in addition to referrals for complex questions.
- Walkie talkies or pagers will be used as needed to accommodate the backup Information Clerk.
- Encourage Librarians to use the times they offer circulation assistance as a time for service promotion, relationship building, and understanding needs.

#### **2. Manage busy times at the desk more effectively**

- Incorporate mobile assistance with iPads at desks, which would help when there are not enough stations for staff at single-service points during busy times.
- Develop service expectations around lines for patrons clarifying that is okay for patrons to wait a few minutes for service.

#### **3. Refine service delivery at Metrotown**

- Establish better practices for communication and teamwork between the two floors and two backup Librarians.
- Cross train backup Librarians at Metrotown to ensure Children's Librarians are able to answer adult questions and Adult Public Services Librarians are able to answer Children's questions.

#### **4. Deliver refresher training for Librarians on expectations and responsibilities of the Librarian in Charge (LIC) role**

- Ensure engagement and understanding of LIC checklist.
- Ensure understanding of circulation tasks.
- Provide clarity about when an issue should be addressed by the LIC and when by the Branch Manager.
- Clarify that Librarians *may* be scheduled on desk if operationally needed, but do not necessarily have to be.

#### **5. Conduct a task analysis to create consistency and improve circulation-related backroom tasks**

- Compile and identify tasks.

- Identify how much time is required for tasks, how much is allotted, how to create a chain of communication if tasks are not finished, space for tasks, level of standards.
- Consider team or individual rotation of backroom tasks within a time period that allows people to assume and retain skills.
- Consider tasks to make more efficient or eliminate, and consider whether some tasks should not be shared, i.e. cash.
- Collect existing documentation for each task, review, edit and standardize with customization for each branch.
- Train all clerks with documentation and in person/buddy shift with (more) experienced staff member.

#### **6. Address materials-handling backlogs and Musculoskeletal Injuries (MSIs)**

- The City's Occupational Health and Safety Officer will continue working with Public Service Supervisors on ergonomics of materials handling
- The Library's newly formed LEAN Working Group will continue to focus on streamlining tasks in order to eliminate unnecessary workflows.
- Supervisors will continue to stress the importance of working at a safe and manageable pace while doing these tasks, in order to reduce instances of MSIs.
- Materials backlogs will be addressed and resolved through renovations, addition of automated materials handling at busier branches, and through filling vacancies that have resulted in staffing shortages.

#### **7. Improve system-wide and location-specific communication**

- The PSSM team will continue to meet regularly during 2022, and team members will regularly, intentionally engage with staff as a liaison for questions, thoughts, concerns, ideas, feedback, etc. to bring back to the team.
  - The team will recruit new ambassadors from underrepresented locations/departments to join the team.
- Review and update Staffweb as needed to reflect PSSM language and structure – ensure there is no conflicting information, and that manuals and instructions are updated. Ensure the new platform that replaces current Staffweb supports the new structure.
- Consult with staff at each branch to determine the communication methods and modes that work best for that location. These could include in-person meetings, notebooks, Staffweb posts, etc. The PSSM team will provide a list of examples/ideas to use.
- Senior exempt team (Beth, Heidi, Trish) will spend more time visiting and/or working at branches.

#### **8. Provide Information Clerks with refresher technology training**

- Assess Info Clerk tech training needs and work with Systems, PSSM Team, Digital Learning Portfolio Manager and Digital Literacy Portfolio

Librarians to develop and deliver training as needed, including the recently created Niche Academy Information Clerk modules.

- Ensure Info Clerks and Librarians know when and how to refer tech questions that fall outside the scope of their role.

**9. Provide clarity around when Information Clerks should refer questions to Librarians**

- Create a diagram that outlines scope of questions all Info Clerks should answer, all Librarians should answer, and when to refer to a subject area expert, i.e. Children's, Teen, Community or Portfolio Librarians for a one-on-one appointment. Share with staff and provide training.

**10. Provide Disruptive Behaviours Training, update manual, and clarify roles and expectations around dealing with incidents**

- Deliver Disruptive Behaviours Training for all public service staff in 2022.
- Update the Disruptive Behaviours Manual to ensure it reflects roles and responsibilities according to the new PSSM. (This work is also a deliverable of the Library's Anti-Racism Plan).
- Ensure that all staff who work with the public complete the core Librarian's Guide to Homelessness training. (A training developed by Ryan Dowd focused on training library staff to "confidently and compassionately solve problem behavior from troubled individuals.")
- Create and deliver a crew talk covering roles and responsibilities during a Disruptive Behaviour incident.
- Develop an expectation and practice for staff to check in and debrief incidents with their team and supervisor, and share what was learned during incidents.
- Branches should add a standing item of "safety" to branch meetings to debrief incidents.

**11. Establish a working group to tackle scheduling issues, including:**

- Analyzing whether branches' complements are appropriate.
- Considering adjusting public service percentages for Librarians and Supervisors.
- Clarify whether and/or when Librarians should be scheduled on desk, as opposed to backup.
- Evaluate "parachute librarian" and Librarian 2 role and public service percentages.
- Create consistent meeting times for teams based on the 4-week rotation.
- Clarify when auxiliary staff can be used to provide coverage for meetings.
- Develop a procedure for "parachute librarians" to request time off from branches.
- Provide refresher training on Outlook and ensure that all staff use Outlook Calendar to schedule meetings and share availability.

## 12. Items for next evaluation

The following areas were not included in this evaluation process, but will be in the next one:

- Operationalization and effectiveness of Public Service Manager Portfolios:
  - Part of the Organizational Model included designating thematic portfolios for Branch Managers and the Metrotown Librarian 2. The portfolios – Digital Initiatives & Learning, Information & Research, Readers’ Advisory, and Adult Programming – were identified as areas needing system-wide coordination.
- Role of Pages in the new model:
  - The original model included a slightly expanded role for Pages, which was never fully operationalized.
- Role for Info Clerks in programming and community work:
  - Once staff feel comfortable and confident in their new roles, we can begin to look at how Info Clerks can support Librarians in delivering programming and community work, which was identified as within the scope of the new Info Clerk classification specification.

### ***Next Steps***

In December 2021, the PSSM team will host a number of in-person and virtual sessions to discuss the evaluation report and actions with staff.

In January 2022, the team will create an implementation plan that incorporates the actions identified in this report and measurement methods.



Heidi Schiller  
Assistant Director, Public Service  
BURNABY PUBLIC LIBRARY