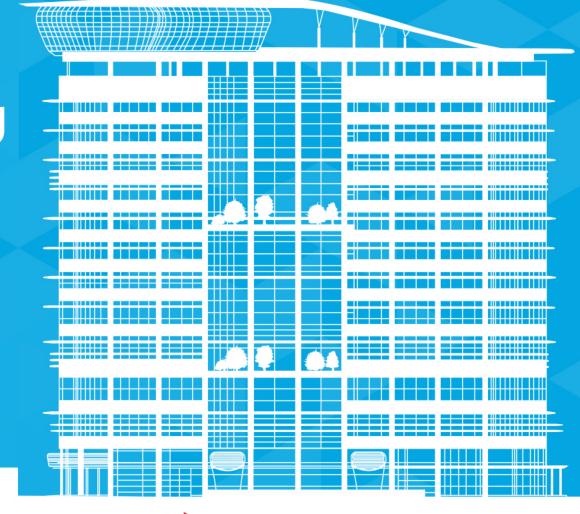


Zubaidah MohsenNational Library Board (NLB) Singapore
APLIC
1 Aug 2018





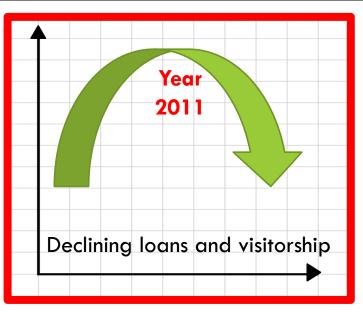
THE OBJECTIVE

To build a responsive future ready workforce in

public libraries to deliver the goals of Libraries of the

Future (LoTF) Masterplan

IMPETUS FOR JOB REDESIGN





LoTF Masterplan

2016 - 2021



The Libraries of the Future Masterplan (LoTF)

Extending the library's reach through the Remaking of spaces and Increasing mindshare through digital services

- Upgrade physical library spaces to enhance the library experience and support new ways of thinking and learning.
- Upgrade digital infrastructure to build technological capacity and improve access.

OUTCOME

A Nation of Readers empowered with knowledge facilitated through relevant and adaptable library services and spaces, powered by technology and a future ready workforce

NETWORK OF PUBLIC LIBRARIES IN SINGAPORE

Regional Libraries (3)

Standalone Libraries (10)

Mall Libraries (13)

26

Total visitorship (FY17)
23.7m
Total loans (FY17)
29.2m



NETWORK OF PUBLIC LIBRARIES IN SINGAPORE

Regional Libraries (3)

Mall Libraries (13)

Community **Libraries/Reading**

Corners (47)

Total visitorship (FY17) 23.7m

Total loans (FY17)

29.2m



PUBLIC LIBRARY STRUCTURE **Assistant Chief** Executive Library **Public Library** Content & Planning & **Operations** Services Development Library Library Design Age Group Language & Development **Operations** Policy & Research & Children & English Engagement Transformation Teens Resource Adult & Seniors Chinese **Regional Libraries (3)** Management

Regional Libraries (3)
Standalone Libraries (10)
Mall Libraries (13)

One network. One focus.

3 Tier Structure in a branch

Malay

Tamil

- 1. Managers
- 2. Librarians
- 3. Library Officers



Admin Officers



4 TYPES OF CHANGES IN JOB REDESIGN

Skill-mix change

 moving tasks up or down an existing hierarchy

Job widening

 expanding the job scope of a role by bringing together functions which may have been done by different individuals in the past

Job deepening

 giving a role more significant and substantial responsibilities, greater autonomy or opportunity for development

New role creation

 combining new and existing roles and functions in innovative ways

JOB REDESIGN JOURNEY: FROM CURRENT TO FUTURE

- 1. Preparing our staff to deliver the higher value added services
- 2. Upskilling our staff to take on new areas of work that is necessary to achieve our outcomes

LO job scope

Operations & transactions

Mass Engagement

New Upskill LO job

Operations & transactions



Storytelling

Promotion of collections through thematic displays

Facilitate programmes Upskill Librarian's job

Business and Data analysis

Volunteer management

Developing and content and services

Thought Leadership

Automation & DIY processes

- Auto sorter
- Self service lockers
- Improve way finding
- Counter-less libraries

Customer service shift from transactional to relational, with increased engagement and services.

To fulfil the Masterplans & Roadmaps

PRE-IMPLEMENTATION

- Commissioned a Time-log study
- Short-term trial: 4 LOs
- Survey of interest areas: Children Services and Services to Seniors
- ☐ Focus group sessions
- Chat with staff of pilot branches
- Feedback from training

HANGE MANAGEMENT OMMUNICATION

Feb 2016 • Comms

• Smallscale trial Jul 2016 Training of pilot batch

Aug-Oct 2016

Pilot at 2 branches

Jan 2018

Implement

Townhalls

- Region Walkabouts
- Branch Visits
 - Broad LoTF vision and outcomes
 - Need for change
 - Changes in individual roles

Communicating Changes

Engaging Staff

- Focus Groups
- Surveys
- Meetings
- Mentorship
 - communicate plans
 - poll ideas and feedback
 - pilot and review

- Reviews of pilot run
- Chat session
- Survey to validate
 - Balance load: Ops vs Service
 - SOP & good practices
 - Adapting to staff capability

Review and full implementation

Spark Interest

- Professional Sharing
- B.L.A.S.T! or Bold Act of Self Learning
- Battle of the book lovers

SEEDING A CULTURE

Build Content Knowledge

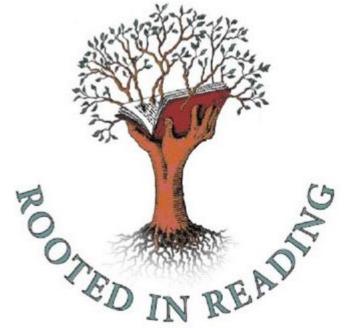
- 100 MUST READ titles
- Book Chat

Nurture Confidence

- Guidance by librarians
- Prepare & Practice
- Co-conduct
- Peer coaching

Motivate Continuous Learning

- External speakers
- Courses:
 - special needs, managing volunteers, merchandising



Source of image: @rootedinreading Twitter account - a reading promotion project developed in Lincolnshire by CfBT

SPARKING INTEREST

Battle of the Book Lovers (BOBL) 30 Nov 2015



100 MUST-READ Titles

Job Redesign Training

For internal reference only

18 Jul 2016

SPARK



11	Last Stop on Market Street Matt de le Pana JP DEL		4
12	Make Way for Ducklings Robert McCloskey JP MAC	0	il i
13	Miss Nelson is Missing Harry Allard JP ALL	0	- 議
14	Pete the Cat and His Four Groovy Buttons Eric Litwin JP LIT		Peter Cat
15	Sylvester and the Magic Pebble William Steig JP STE		
16	The Cat In The Hat Dr Seuss (THEODOR S. GEISEL) JP SEU	0	HAT
17	The Day the Crayons Quit Drew Daywalt JP DAY		HH.
18	The Elephant and the Tree Jin Pyn Lee J SING LEE		體
19	The Giving Tree Shel Silverstein JP SIL		1
20	The Gruffalo Julia Donaldson JP DON-[BA], JP DON	0	

SPARK



11 Last Stop on Market Street

Matt de le Pana JP DEL





12 Make Way for Ducklings

Robert McCloskey JP MAC





13 Miss Nelson is Missing

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19 The Giving Tree

Shel Silverstein

JP SIL





20 The Gruffalo

Julia Donaldson JP DON-[BA], JP DON







"Educating the mind without educating the heart is no education at all."

Greek Philosopher

B.L.A.S.T!

Bold Acts of

Self-training

Bold little acts of Self-training!

Dear Colleagues

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Zubaidah MOHSEN (NLB)

B.L.A.S.T! #18 Design & Libraries: Visuals



"Where else but at a library can a person with no money in their pockets walk into a place of quiet and peace, and walk out with

Bold little acts of Self-training!

Dear Colleagues

Let's continue our talk about design.

you attended the recent Professional <u>Sharing Session,</u> our speakers from Kinokuniya, SIRs and URA have shared different aspects of design that gave us good perspectives in planning what we want to do for our library spaces.

In fact our very own Natalina and Paddy elaborated on how we can create good visuals, despite our limited resources or spending money.

will add on a little to what ywe have learnt

From the sharing and the resources on this topic, I've gleaned these 3 important elements in all that we do. 1) Know our customers – this is always how

Check these articles out!

Anythink Visual Merchandising Guidelines

A detailed visual merchandising guide that addresses the different types of library displays, various opportunities and basic rules on library displays.

Visual Merchandising 101

ttps://www.shopify.com/retail/120040003-visual-merchandising-101-how-toate-store-designs-with-high-converting-displays

This article highlighted 7 points to consider when putting up a visual display. I'm highlighting 4. Read the article to find out the other 3 ©



Be inspired by these Books!



Visual merchandising and display by Martin M.

something beautiful and borrowed?"

~ Don C.Reed, author

New York : Fairchild Books, [2012] 659.157 PEG -[BIZ] [only at library@orchard]

"As long as there are shoppers, there will be a need for visual merchandising. Zeroing in on all aspects of the craft-from classic techniques to the most avantgarde developments, ... Hondreds of examples from pround the world demonstrate how retailers can reach their target markets by adding interest to window and interior displays..."



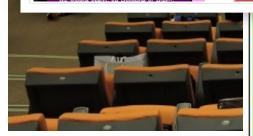
Roots: 40 years of style

Introduction by Michael Budman, Don Green ; preface by Suzanne Boyd ; afterword by Dan Aykroyd. Toronto: House of Anansi Press, 2013 338,76870971 ROO -[BIZ] [only at library@orchard]

...Roots: 40 Years of Style chronicles the history of the company and demonstrates how this exceptional brand continues to be a global lifestyle leader. Featuring never-before-seen photographs, an introduction by Dan Aykroyd, and a foreword by renowned fashion editor Suzanne Boyd, both of whom have longstanding relationships with the company founders, this collectable celebrates the influence of Roots on fashion, interior design, and heritage in Canada...."



Fashion eyes : top European display wir



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Julia Donaldson

JP DON-[BA], JP DON







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B.L.A.S.T! #18 Design & Librarie

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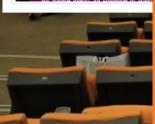
perspectives in planning what we want to do

Sharing Session, our speakers from

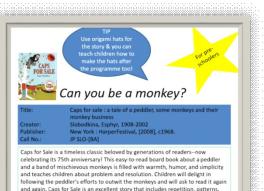
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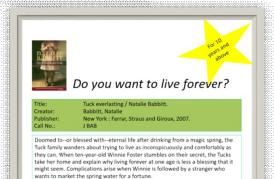
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A refresher of training content Talking points or catalyst for discussion at branches



and colors, perfect for early readers.





ANNC/PLS/LOTF/2017/03/36

Book Chat

July 2017

11 Last Stop on Market Street Matt de le Pana JP DEL 12 Make Way for Ducklings Robert McCloskey JP MAC 13 Miss Nelson is Missing Harry Allard JP ALL 14 Pete the Cat and His Four Groovy Buttons Eric Litwin JP LIT 15 Sylvester and the Magic Pebble William Steig JP STE 16 The Cat In The Hat Dr Seuss (THEODOR S. GEISEL) JP SEU 17 The Day the Crayons Quit **Drew Daywalt** JP DAY 18 The Elephant and the Tree Jin Pyn Lee J SING LEE 19 The Giving Tree Shel Silverstein JP SIL 20 The Gruffalo Julia Donaldson

JP DON-[BA], JP DON





TRAINING: JULY 2016 — SEPTEMBER 2017

3-day in-house workshop



3 months practicum after training



3 months extension if necessary



Mentored by Librarians

Area	Description		
Storytelling	 What is storytelling? How to choose stories Types and techniques of storytelling Typical session 		
Book Displays	Different channels of book displays		
Class Visits and Tours	 Why conduct visits? Managing different age groups Different types of visits 		
Collection Recommendation	 Overview of library collection Must-know authors Must-know titles Reading materials 		

Supplemented by mentoring and self-learning



TRAINING: JULY 2016 — SEPTEMBER 2017

191

Total Number of staff (Excl Molly, EP, OC)

185

Number of staff trained

Practicum

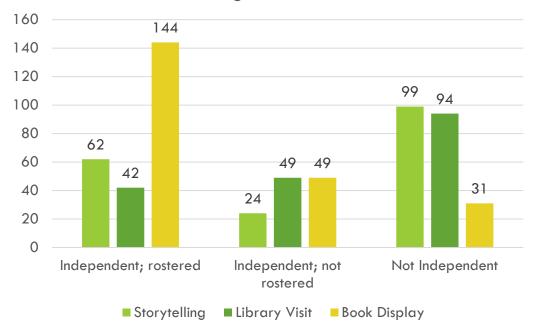
97 (53%) Completed

69 (37%) Started

19 (10%) Not started

Number of staff did not complete training (Maternity, Medical leave, New staff)

LOs' Progress in Services





SNAPSHOT OF TIMELINE

Jul 2016

- Training in children's content began
- Training for mentors began

Nov 2016

 Seniors content was incorporated

Jul 2017

 End of training phase (scheduled)

Sep 2017

 2 additional rounds of training in Aug and Sep

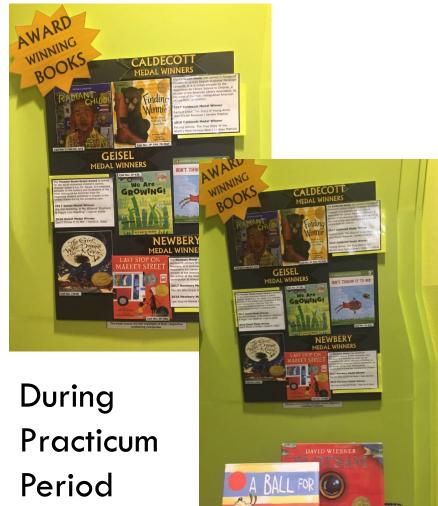
Streamlining of structure for Librarians

Jan-Mar 2018

- Combined Services Begins In Jan 2018
- LOs to take on storytelling sessions at libraries in phased approach from Jan to Mar

IMPLEMENTATION

SHOWCASE OF LOS' CONTENT WORK ...











LEADING VISITS

LOOK AT HOW WELL THE LOS

HAVE DONE!











CHECK-IN & REVIEW

- \square 2 more rounds of Time-log study to compare, 6 months apart (May and Nov 17)
- ☐ Survey of LOs
- ☐ Focus group sessions
- Continue to monitor the situation and make changes when necessary
- Provision of training e.g. advanced storytelling, handling of patrons with special needs, volunteer management
- ☐ A continuous process

Positive Feedback

- Staff are knowledgeable about collections and their whereabouts
- Need not wait for counter to open as phone lines available
- Staff are always available and responsive

Constructive Feedback

- Prefer staff rather than phone line
- Staff sometimes do not pick up phone calls or line is engaged

Negative Feedback

Received written feedback
 on 15/08 saying, "The
 idea of a "faceless"
 customer service is not a
 good one! In fact it is bad!
 No one at the desk for 4
 hours! The library comes
 across as lazy."

BENEFITS/IMPROVEMENT OF COUNTERLESS

- Patrons are more independent
- More time for other duties
- More engagement with patron/Provides a personal touch

CHALLENGES OF COUNTERLESS

Operation difficulties

- No queue system. Need to attend to more than 1 patron at one time
- Go in and out of workroom to attend to patron
- Need to access LMS to help patron

Patrons cannot find help

- Unhappy/ impatient patrons. Knock on sorting room door
- Patron tend to crowd around staff/ chase after staff when they see one
- JRL: Phone keeps ringing. Patrons queue up to call staff at counter

EASE OF TRANSITION INTO COUNTERLESS

Possible inferences from ratings by staff:

- Bigger libraries have greater difficulty
- Libraries which are reopened as counterless have more time to adjust
- PRPL and SBPL have younger community who are more ready for DIY services

Difficulty with seniors

(more prevalent at 2 branches - TP & JRL)

- Seniors want a physical counter where they can get immediate answers
- Seniors cannot self-help. Not IT savvy
- Helping seniors over the phone is difficult

ON TRAINING AND MENTORING ARRANGEMENT

- Greater awareness and/or better knowledge/understanding of new job scope and the related resources, skills
- More confident
- The mentor is helpful

ON WHAT WOULD HELP IN PREPARING THEM IN TAKING ON NEW DUTIES

- Mentor should give mentee time to learn and adapt for storytelling
- Establish a SOP/ timeline from training to roll out. Avoid rushing in with the new duties
- A buddy system for LOs to help one another
- Branch sharing for storytelling
- More hands-on

Mindset

- Open mindset and positive learning attitude. Seek help from mentors and colleagues
- Learn continuously and learn from mistake

Manpower & workload

- Do not reduce manpower as counterless does not mean less work, only different types of duties.
- Reduce back room duties eg. processing weeding, discard

Q8) OTHER COMMENTS

New Job Scope

Storytelling

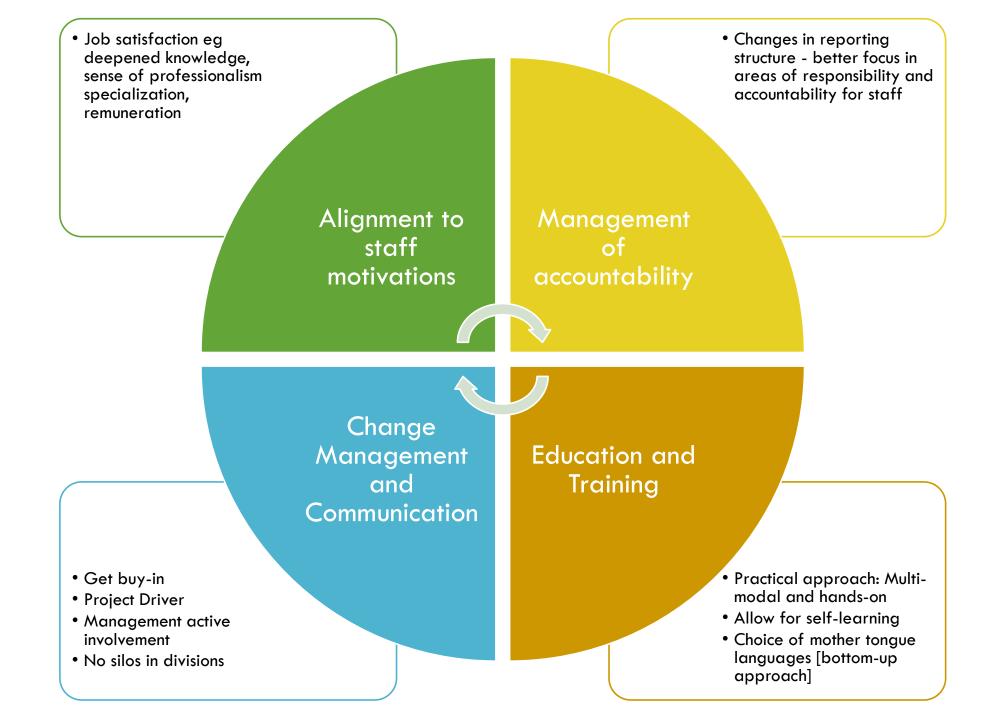
good exposure for staff

Librarians can also continue conducting the STs (storytelling)

LOs might feel very overwhelmed with the new scope as well as doing their normal operational scope.

Even though the counter duties have been reduced, library officers are still occupied with the operational duties, handle dispute cases, complaints, incidents and other ad-hoc duties.

...optional for library officers to choose



CONCLUSION

- □A continuous journey. Move on to the next phase of Librarians' Job Redesign
- Continue to streamline operations/work processes and DIY services so that we could further enhance staff's capability and content knowledge
- NLB has a role to play in promoting and supporting the national agenda of building A Smart Nation. Our programmes and services would have to be extended to promote digital readiness and support the development of future skills.

Thank you

