

# Stretching Existing Staff

*A service model for San José  
Public Library*

# San José's Four Principles

- Customer First
- Teach Customers
- Reinvent Environments
- Enable Staff

# About Our System

## Large Branches

- 20,000 to 26,000 Square Feet
- Over 1 Million Items Circulated Per Year
- 15 Full Time Employees

## Medium Branches

- 14,000 to 18,000 Square Feet
- 600,000 to 800,000 Items Circulated Per Year
- 13 Full Time Employees

## Small Branches

- 8,000 to 13,000 Square Feet
- 250,000 to 400,000 Items Circulated Per Year
- 8 Full Time Employees

***Circulation has tripled in 10 years while staff has increased by 17% .***

# Research Along the Way

- Godbe Research year 2000, 2001, 2003, and 2007
- Envirosell year 2007
- Lean Management Principles
- Internal or community surveys
- Consultants on change management & future trends
- Retail best practices and innovations

# What We Discovered

- Customers demanded more.
- Strained budgets prioritized service.
- Decreased staff to circulation ratio.
- Couldn't bridge gap with small steps.
- San Jose City fosters continuous improvement.

# How We Changed

- Defined what success looked like.
- Selected change agents.
- Gathered data.
- Designed a model best matching needs.
- Strategized implementation.
- Communicated progress.
- Shared successes.

# Customer First

- Self-Directed Services.
- Simplified policies and discarded outdated information.
- Merchandised most popular collections.
- Basic Customer Service Training for all.

# Teach Customers



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San José Public Library

# Reinvent Environments



# Enable Staff

- New staff roles (Library Aide and Library Guide)
- Updated key competencies.
- Staff training for teachable moment.
- Balanced basic assistance with expertise.
- Everyone's a teacher.
- Empower staff to fill customer needs.
- Improved collaboration opportunities.
- More quality time with customers and staff.

# Staff Rebalancing Guidelines

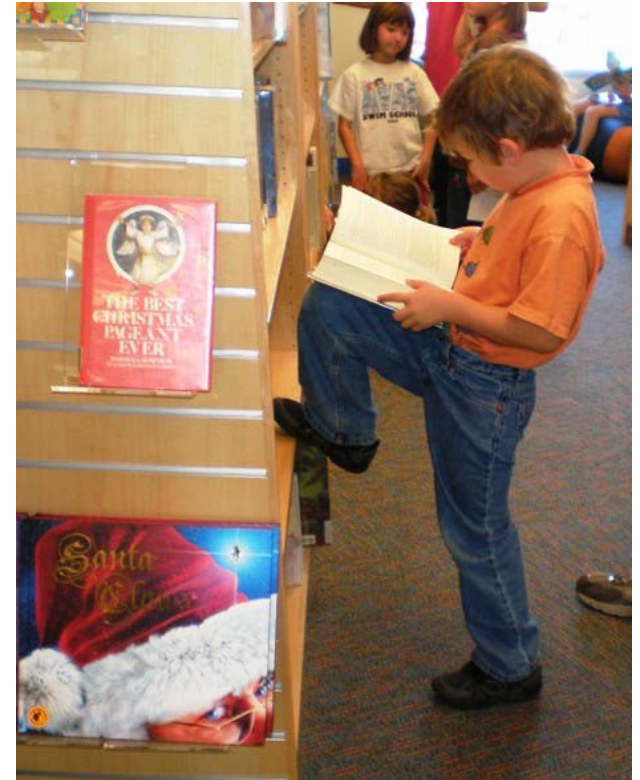
- Total Check In divided by 200 equals the number of shelving hours needed
- All circ staff practice LEAN Principles and Direct Shelving Method.
- Focus on direct customer service while minimizing backroom duties.

# Things to Keep in Mind as You Begin Implementation

- Staff adapt differently.
- Staff are resistant but resilient.
- Recognize, but show them better way.
- Good staff need good training.
- Support “at the top” is critical.
- Involve staff at all levels.

# How to Foster Ownership

- Define success
- Model desired behaviors
- Encourage participation
- Remove obstacles
- Grow people
- Share responsibility
- Share glory



# Evaluation of changes

- 92% rate our services at Good or Excellent.
- 200% circulation increase over 10 years.
- 42% gate count increase over 5 years.
- 75% program participation increase over 10 years, offering 335 plus programs per month.
- 35% online payment within last 2 years.

# After the Presentation: Question and Answers Follow Up

- Managing staff in a Roving service model, you must model the behavior, encourage innovation, provide great cross training and follow up training, include referral training, encourage leadership among all staff, write job targets to quantify and qualify customer first elements, staff must balance basic assistance with their expertise. (The 80/20 principle)
- More information located at [www.sanjoseway.org](http://www.sanjoseway.org)

# After the Presentation: Question and Answers Follow Up

- How will library users “find” the librarian if they are not at a designated desk?
- Library customers see all staff as helpful and as a librarian and they hate to get the run around. When 80% of the assistance needed is NOT librarian level why are you essentially placing your doctor in the waiting room? Librarians have moved to more catalyst and supervisor/manager to the customer experience. Librarians are able to improve the quality of what is left, 20% expert level assistance for customers when needed. The staff savings goes to improved programming, outreach, training, etc.

That's one way...

## **The San José Way**

**[www.sanjooseway.org](http://www.sanjooseway.org)**

**[Ruth.Barefoot@sjlibrary.org](mailto:Ruth.Barefoot@sjlibrary.org)**