TORONTO PUBLIC LIBRARY

**STAFF REPORT
INFORMATION ONLY**

20.

Branch Structure and Staffing Resources

Date:	October 17, 2011
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report provides information about branch structure and staffing resources at Toronto Public Library branches.

FINANCIAL IMPACT

The staffing costs for operating branches are part of the 2011 operating budget and there is no financial impact in 2011.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

At the September 12, 2011 meeting, the Board requested information on the "staffing model" for the Library and information on the impacts of the reduction of positions and service delivery related to the introduction of RFID technology in branches. This report provides information on branch structure and staffing resources. Information about the impacts of RFID service delivery is contained in the 2012 Operating Budget Submission report.

COMMENTS

Staffing levels are service driven and reflect the service levels as outlined in the Service Delivery Model.

Toronto Public Library's Service Delivery Model provides guidelines for service levels. The model includes four tiers of service: neighbourhood, district, research and reference branches and services that are not site or location specific, including the virtual branch and home library and literacy services. These tiers form a dynamic continuum of service delivery and multiple points of entry.

Branch Services:

- The First Tier: 79 Neighbourhood Libraries provide collections, information services and programs, which meet many of the needs of the immediate community. There are three categories of neighbourhood branches – small, medium and large, with new or recently renovated locations designed to support efficient operations.
- The Second Tier: 17 District Libraries offer extensive informational and recreational collections, information services and programs, which meet the needs of a larger geographic area. District branches provide service support and are administrative centres for groups of neighbourhood branches. They are typically large, multi-floor buildings.
- The Third Tier: 2 Research and Reference Libraries provide comprehensive and specialized collections and services with an emphasis on access to and preservation of a broad range of information resources. This tier supports the provision of centralized and unique service development and delivery. In addition, it provides physical and technology infrastructure that supports large numbers of users from across the city.

Non-Branch Services:

- The Fourth Tier: Electronic and City-wide services are not branch or location dependent, but are offered through remote access or alternate modes of service delivery.

Branch Libraries Staffing Requirements

There are 96 branches in the Branch Libraries Division. As of August 31, 2011, 1,625 staff, including pages, work in Branch Libraries of whom 1,595 are members of the bargaining unit. This represents a total of 1,031.82 FTE in the bargaining unit. The ratio of management to staff is 1 to 53. All members of the bargaining unit are involved in the direct delivery of service to the public.

Approximately 22% of staff is part-time (excluding pages). This allows flexibility in scheduling staff to meet peak busy hours. Part-timers can also be offered extra hours during staff shortages resulting from illnesses, vacation etc.

Factors taken into account when determining staff levels in individual branches include: service tier, community needs, activity levels, open hours, and the size and layout of the facility. More details about staffing levels for public service staff and for pages follow.

Public Service Staffing Requirements
The following factors are taken into consideration in allocating staff resources:

- base number of staff to operate a branch with a given number of hours and staff service points, without consideration of the volume or service level;
- activity levels; ie. circulation, holds, information requests, program attendance, collection size, and computer use. For branches with RFID technology, the busyness impact for circulation is discounted in relation to the circulation staff complement;
- service level, eg. district, neighbourhood;

- unique characteristics of local communities;
- branches with similar hours, sizes and activity levels have approximately the same number of staff.

Representative organization charts for district, small, medium and large neighbourhood branches can be found in Attachment 1.

Page Staffing Requirements
- pages are mainly youth hired from local neighbourhoods. Page positions are part-time;
- page hours are based on the amount of page work to be accomplished in each branch. The primary measures of page work are sorting, shelving and shelf reading;
- other factors considered include size of location, number of floors, large multilingual collections.

Research and Reference Libraries Staffing Requirements

The Research and Reference tier is comprised of two libraries: the Toronto Reference Library (TRL), the North York Central Library (NYCL) and two special collections - the Merril Collection of Science Fiction, Speculation & Fantasy, and the Osborne Collection of Early Children's Books, both departments of TRL, but located in the Lillian H. Smith District branch. TRL and NYCL are TPL's largest and busiest libraries delivering service out of six and seven storey buildings respectively. As of August 31, 2011, 420 staff work in Research and Reference Libraries of whom 407 are members of the bargaining unit. This represents a total of 302.88 FTE in the bargaining unit. The ratio of management to staff is 1 to 31. All bargaining unit employees are involved in the direct or indirect delivery of service to the public.

Approximately 17.29% of the division's staff is part-time (excluding pages): 13.35% at TRL and 22.67% at NYCL.

While the varying roles and specialized services assigned to the Research and Reference tier do not allow for a single approach to determine staffing levels across all departments, there are a number of consistent factors considered when allocating staff to the individual departments: activity levels, hours of operation, and public service points. Sample departmental structures and complements are presented in Attachment 1.

Public Service Staffing Requirements
The Research and Reference tier delivers three very different types of services, each with unique staffing requirements. Large and small subject-based departments are responsible for delivering information and research assistance to the public and for maintaining extensive collections. Circulation departments are responsible for carrying out very large numbers of customer transactions that include library registrations, circulation and holds. A significant number of departments provide specialized or centralized system-wide services to limit redundancy and maximize efficiency. Since these services are very different, it is not possible to maintain a consistent approach to staffing across all

departments. A base level of staff to operate the department across the service week is maintained in all cases. Additional staff may be assigned according to the varying responsibilities associated with designated service priorities.

- level of public service activity (information requests, computer use, circulation, holds and collection size);
- volume and complexity of collection development and maintenance;
- retrieving library items from closed stacks for use in-library (eg. 75% of TRL's collection is not available on public shelving);
- programming and event planning;
- user education, computer training and curriculum support through student research training and class visits;
- support for website and content development; and
- specialized service delivery requirements in unique or system-wide support departments.

These form the core elements in determining staffing levels. Other specialized responsibilities that fall to individual departments are measured according to requirements of the task and service expectations. The staffing levels for each department are regularly reviewed in order to ensure that the appropriate level of staff is maintained to meet current service needs. The number of staff assigned to a department or service is maintained at the minimum level that allows for efficient and effective service delivery across the full-service week.

Page Staffing Requirements
There is a total of 24.98 page FTEs in the Research and Reference tier. Their work focus and assignment to departments is similar to the branch tier as described above.

CONTACT

Anne Bailey; Director, Branch Libraries; Tel: 416-397-5944; Fax: 416-393-7083; Email: abailey@torontopubliclibrary.ca
Linda Mackenzie; Director, Research and Reference; Tel: 416-393-7133; Fax: 416-393-7083; Email: lmackenzie@torontopubliclibrary.ca
Dan Keon; Director, Human Resources; Tel: 416-395-5850; Fax: 416-395-5925; Email: dkeon@torontopubliclibrary.ca

SIGNATURE

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Jane Pyper
City Librarian

ATTACHMENTS
1. Representative Branch/Department Complements and Organization Charts
2. Overview of Public Service Bargaining Unit Positions