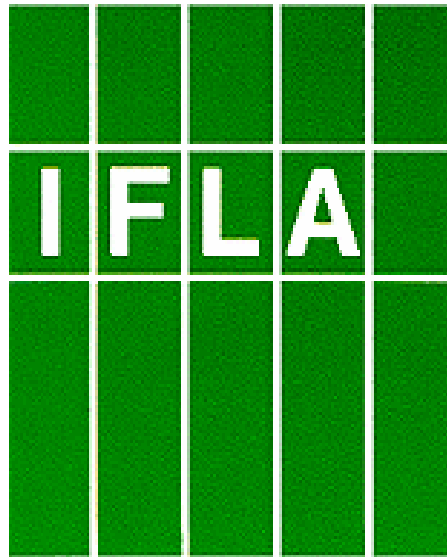


IFLA Metropolitan Libraries Section

<http://www.ifla.org/VII/s46/index.htm>



**“THE CHANGING FACE OF METROPOLITAN LIBRARIES:
REINVENTING THE FUTURE, BUT ANCHORED IN THE
PAST”**

6 – 11 May 2007

Seattle, Washington, USA

**THE CHANGING TIMES II: RE-ENGINEERING THE
MODE OF DELIVERY TO ENHANCE CUSTOMER
SERVICE**

**Prepared by
Terry Lee
Chief Librarian**

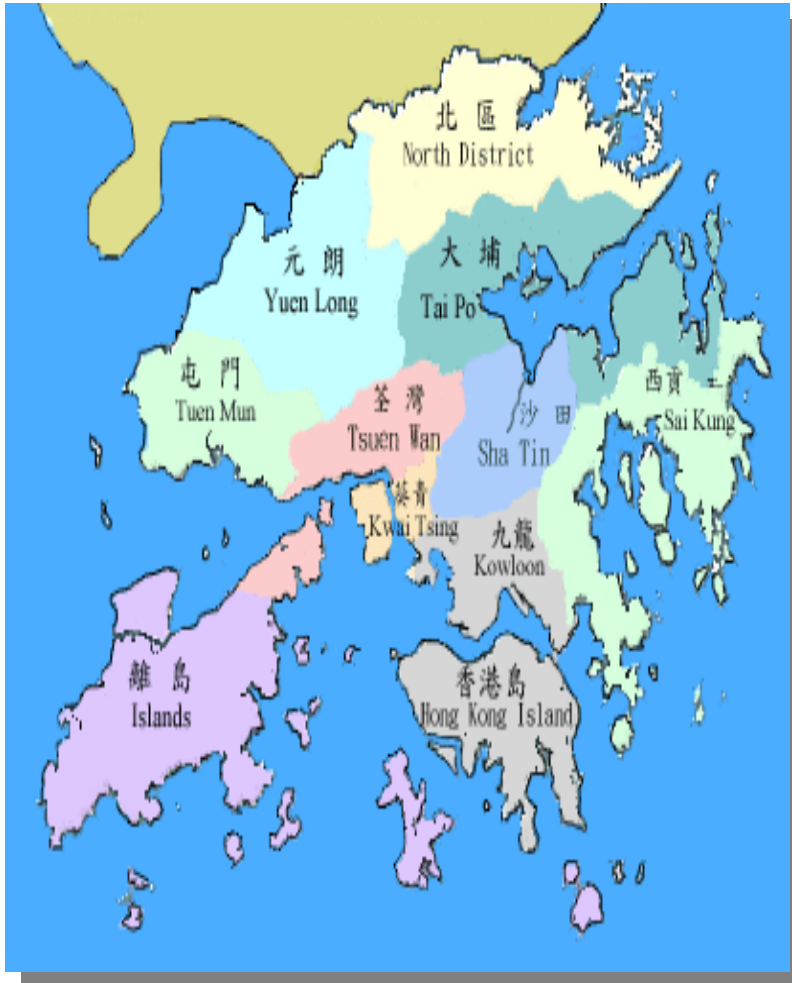


HONG KONG PUBLIC LIBRARIES





HONG KONG PUBLIC LIBRARIES 2007



EXISTING LIBRARIES

Central library	1
Major libraries	5
District libraries	28
Small libraries	32
Mobile libraries	10
Total:	76

NEW LIBRARIES UNDER PLANNING

Major library	1
District libraries	6
Small libraries	2
Total:	9



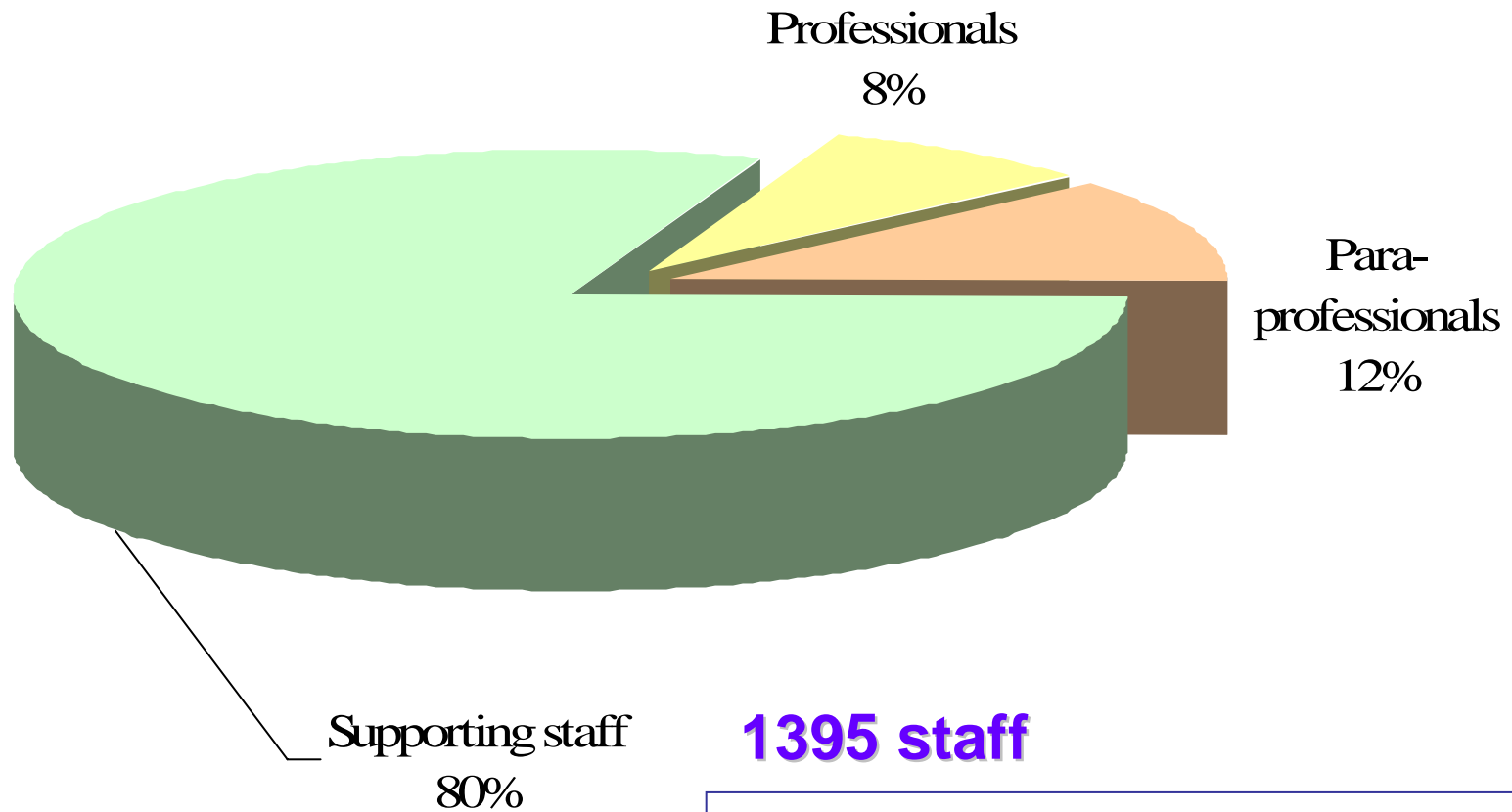
USAGE OF HKPL 2004 – 2006

Indicators	2004	2005	2006
Population	6.84 m	6.94 m	6.99 m
Number of libraries	72	74	76
Registered borrowers	3.14 m	3.30 m	3.44 m
Library materials in stock	11.08 m	11.60 m	11.90 m
Library materials borrowed	62.13 m	*61.00 m	*61.30 m
Extension activities organized	16 967	18 540	18 905
Registered borrowers as a percentage of the population	45.94%	47.55%	49.21%
Library stock per capita	1.62	1.67	1.70
Items on loan per registered borrower	19.77	*18.48	*17.81
Reference enquiries handled per capita	0.58	0.58	0.59

Overall usage statistics of the Hong Kong Public Libraries from 2004 - 2006

Note: ‘ * ‘ *Renovation projects in progress*

STAFFING



1395 staff

Ratio of **1** professional staff to **11.56** para-professional and supporting staff

DRIVERS FOR CHANGE

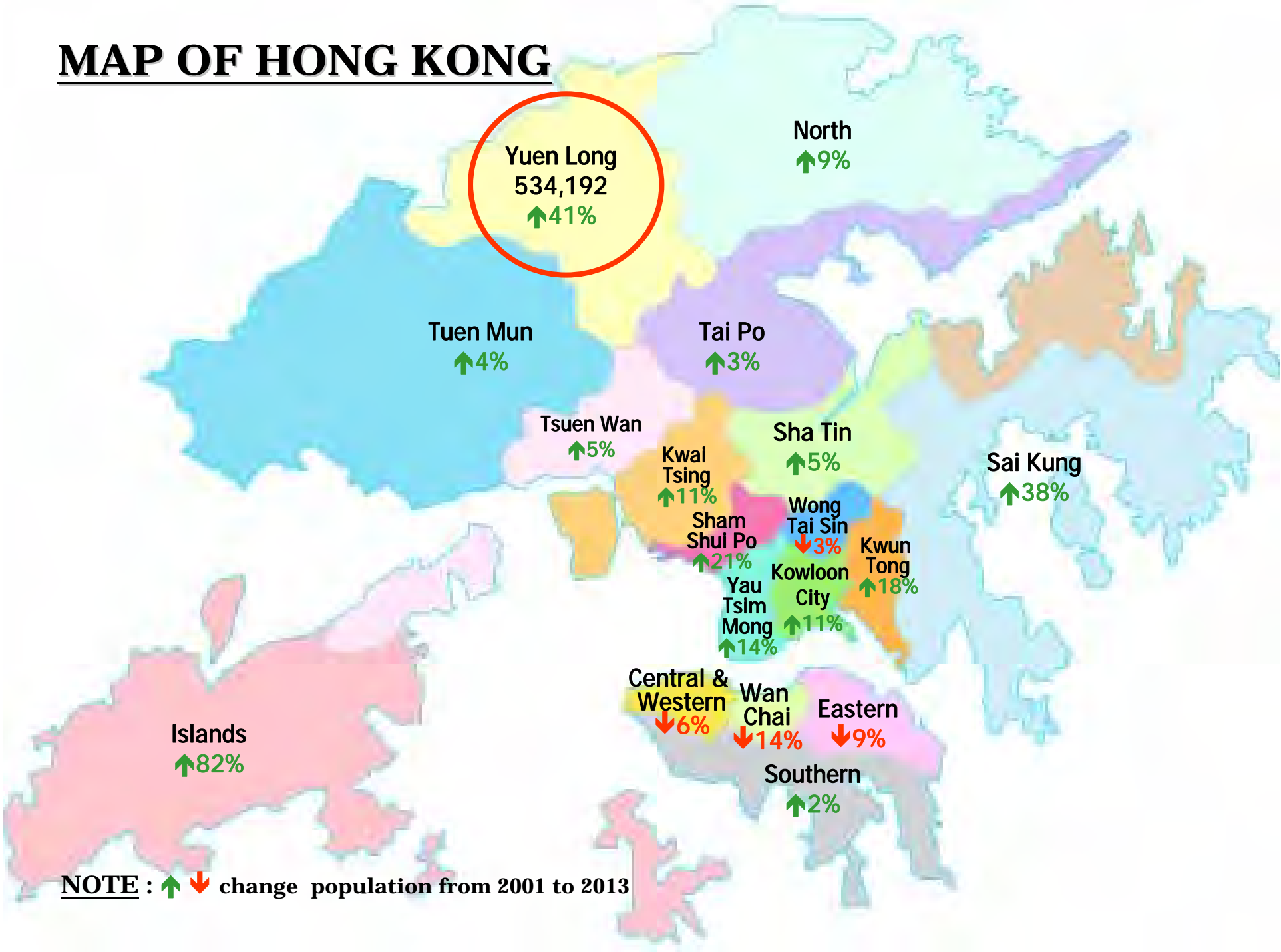
- 1999 Civil Service Reform;
 - Principle of ‘small government’

	<u>2000</u>	<u>2006</u>
Size of the civil service	198,000	160,000(-19.20%)
Staff strength of the HKPL	1,225	1,395(+13.87%)
No. of libraries	67	76(+17.91%)



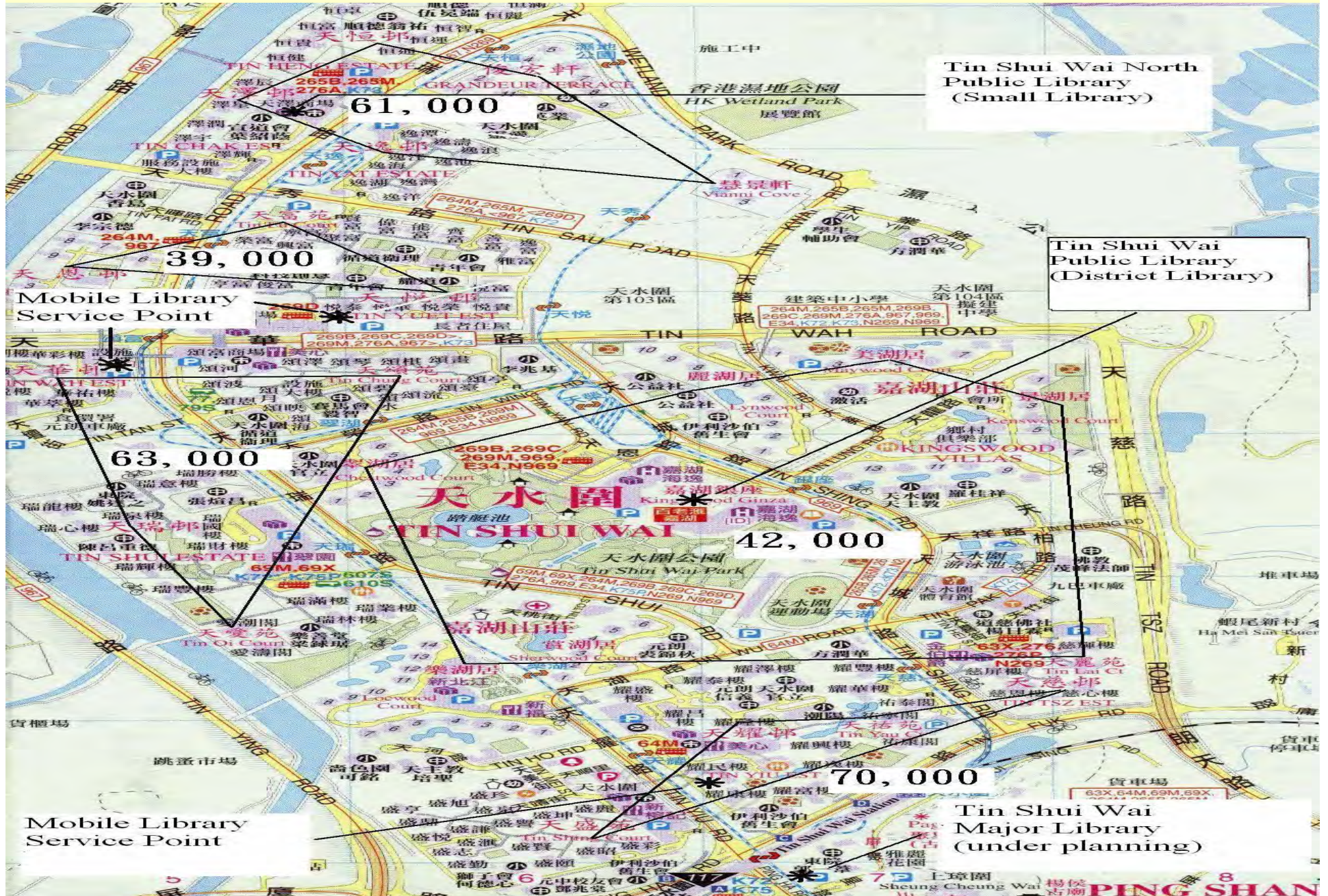
CASE STUDY OF TIN SHUI WAI NORTH PUBLIC LIBRARY

MAP OF HONG KONG




NOTE : ↑ ↓ change population from 2001 to 2013

TIN SHUI WAI AREA IN YUEN LONG DISTRICT



STRATEGIC PLAN

- **Paradigm shift to a new mode of service delivery;**
- **To contain the size of the work force;**
- **To maintain the standard and quality of service provided;**
- **To take into consideration IT applications; and**
- **To accommodate the likelihood request from District Councils on the extension of library opening hours. **

TIN SHUI WAI NORTH PUBLIC LIBRARY



Population

Tin Shui Wai

296,500 (53%)

Tin Shui Wai North

100,800 (34%)

Opening hours

56 hours per week

Floor area of library

494 square metres

Collection size

400,000

***Operating on bar code system**

SERVICES AND FACILITIES

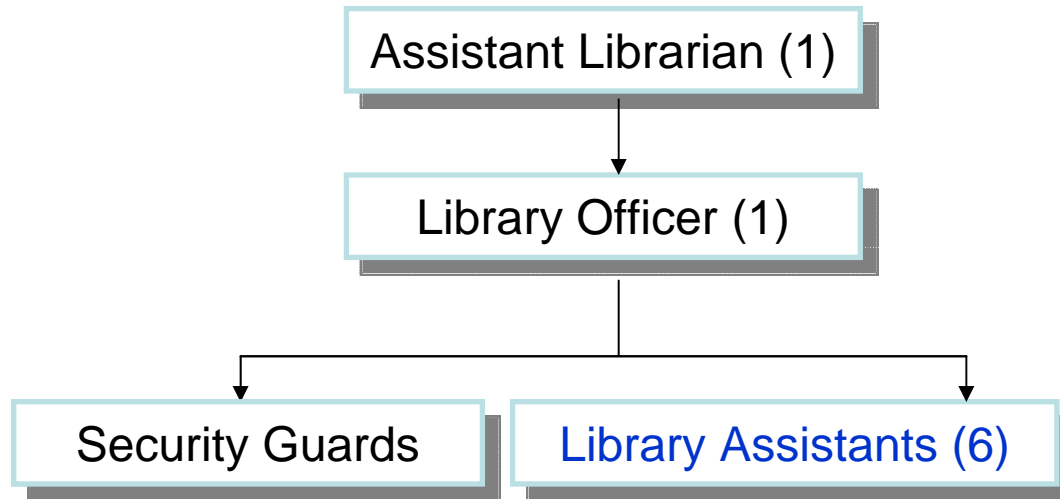
- **Adult lending service;**
- **Children lending service;**
- **Quick reference;**
- **Newspapers and periodicals;**
- **Extension activities;**
- **On-line Public Access Catalogue;**
- **On-line database search;**
- **Internet search; and**
- **Children multimedia workstations.**

USAGE IN TSWNPL

PERIOD	*DAILY AVERAGE CHECK IN	DAILY AVERAGE CHECK OUT
December 2006	1,912	3,275
January 2007	2,718	2,322
February 2007	2,521	2,135
March 2007	2,201	2,012

Note: * *Library materials borrowed from one library can be returned at other libraries*

STAFFING IN STANDARD SMALL LIBRARY



Functional service points

- 3 service points for check-in/check-out of library materials; and
- 2 self check terminals; and

Duties performed by [Library Assistants](#):

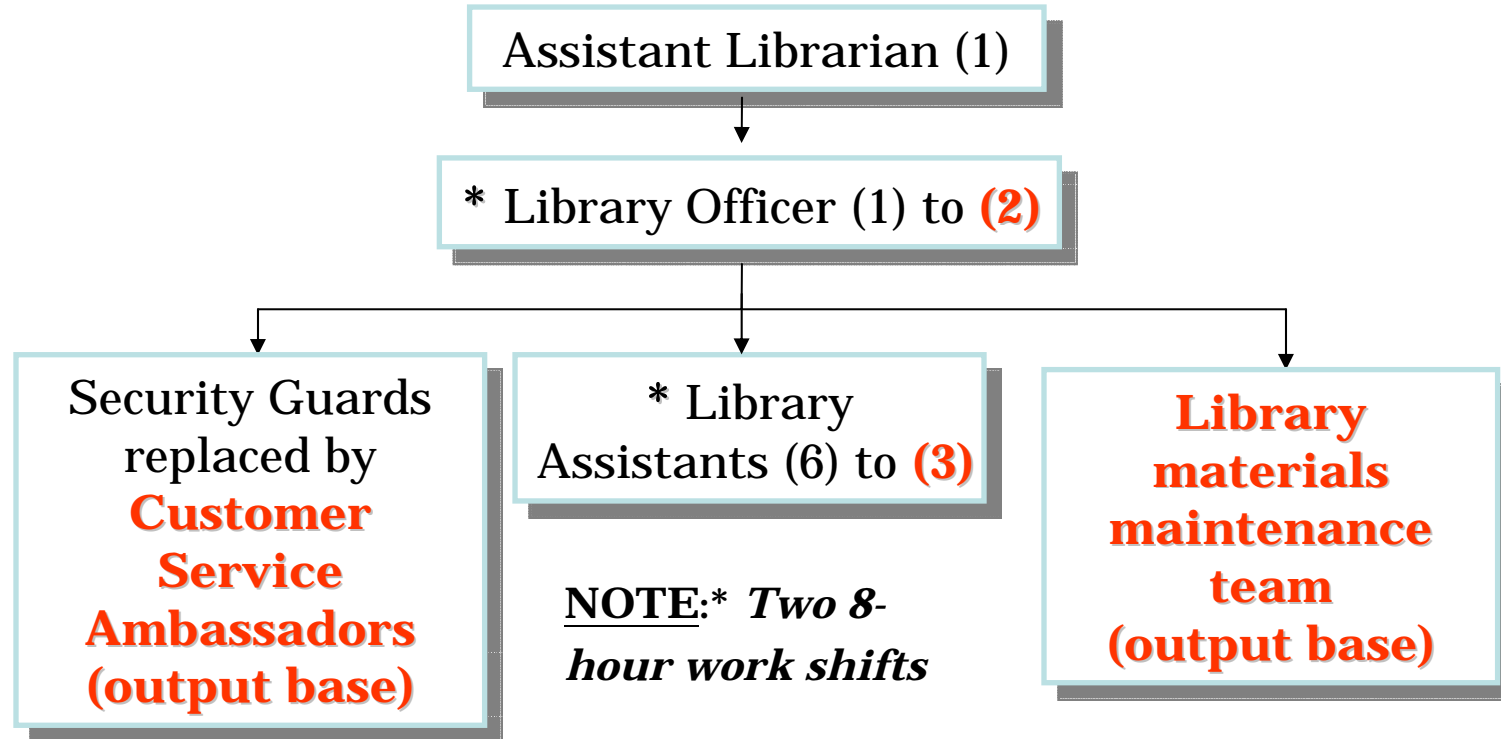
- Check-in and check-out of library materials;
- Processing of library materials;
- Shelving of library materials;
- Answering simple enquiries;
- Administrative duties.

NEW MODE OF SERVICE DELIVERY

BACK END	
*Library materials maintenance	
PUBLIC FLOOR	
Assistant Librarian/Library Officers/Assistants	*Customer Service Ambassadors

Note: * *Service acquired through hire of services*

COMPARED WITH TRADITIONAL MODE



Functional service points

- 3 points for check-in/check-out of library materials **cum readers' registration;**
- 1 to (4) self check terminals; and

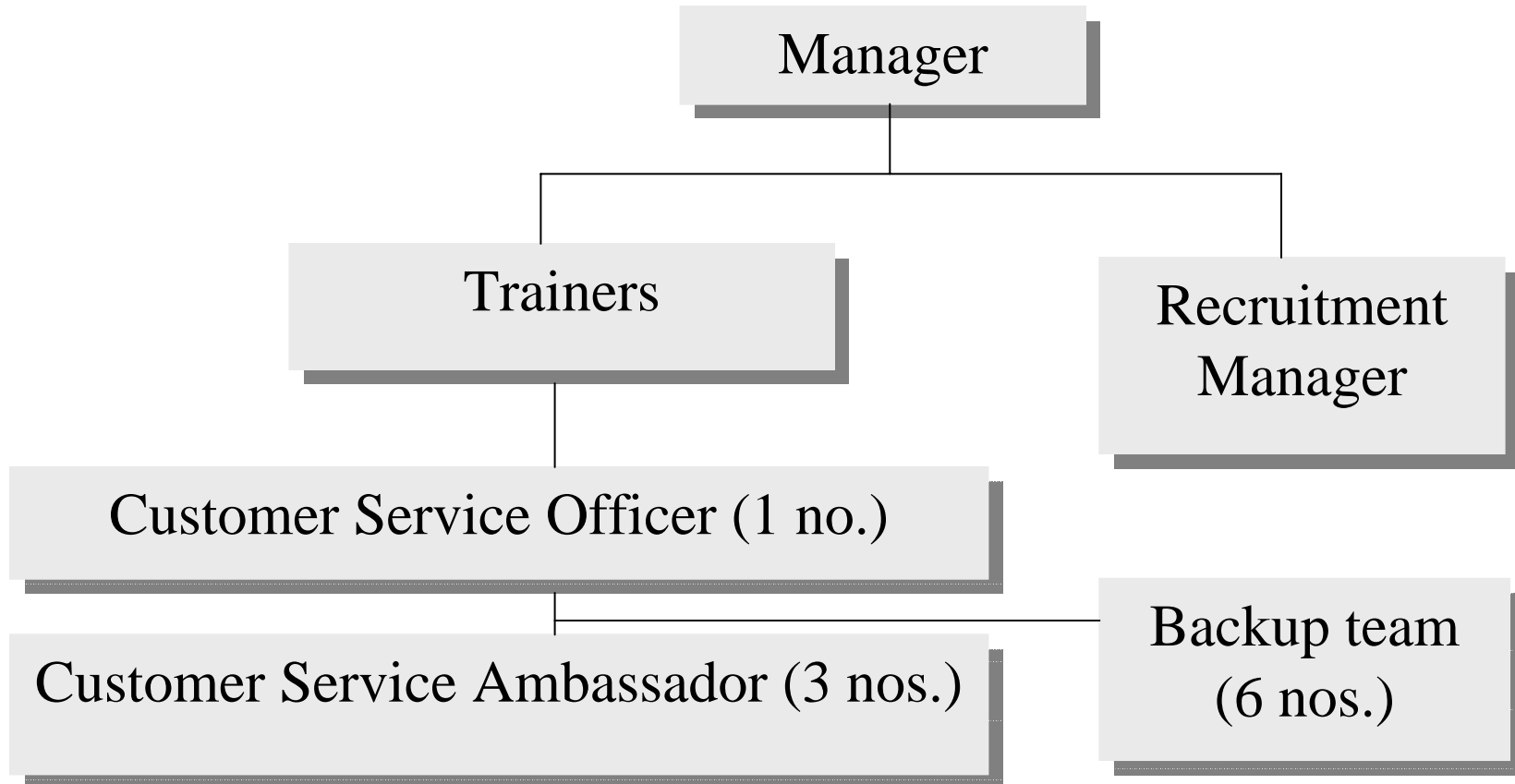
DISTRIBUTION OF DUTIES

Core duties - 1 Assistant Librarian, 2 Library Officers, 3 Library Assistants
(Readers' services, reference enquiries, readers' complaints, collection development, extension activities, collection of fees and charges, handling of readers' registration, staff supervision, contract management)

Non-core duties – Back office
(Check-in, sorting and shelving of library materials)

Non-core duties – Public floor
(Answering simple and directional enquiries, assist readers in using library facilities, maintain order in the premises)

CUSTOMER SERVICE TEAM



LIBRARY MATERIALS MAINTENANCE TEAM

Supervisor



```
graph TD; Supervisor[Supervisor] --> Team[Library Materials Maintenance Team  
The contract is on an output based measure.  
Therefore the number of staff required is not specified.];
```

Library Materials Maintenance Team
The contract is on an **output based measure**.
Therefore the number of staff required is not specified.

PERFORMANCE PLEDGE

Performance measures	Performance indicators
Check-in a library materials	< 30 seconds after check-in
Check-in of library materials returned after library opening hours	Within 1.5 hours from the library opening hour
Shelving of returned library materials	< 3 hour after check-in
Arranging and record maintenance of newspapers and periodicals for use by the public	5 minutes before library opens

PROS AND CONS OF THE PILOT RUN

Management level

- The Assistant Librarian was able to put more focus on the provision of library services;
- Support of an additional Library Officer to assist in the contract management of the Customer Service Team and Library Materials Maintenance Team;
- Project leader from each of the service teams to assist in supervision and monitoring of the services;
- The number of staff the Assistant Librarian and Library Officers have to manage was also confined to a minimum;
- Management was able minimize the creation of permanent staff for its new library by 25%.

STAFFING	TRADITIONAL	NEW MODE	DIFFERENCE
Assistant Librarian	1	1	Unchanged
Library Officer	1	2	+1
Library Assistant	6	3	-3
Library Assistant (Hourly rate)	✓	Not required	Not required
Library Materials Maintenance Team		✓	✓
Customer Service Team		✓	✓
Security officer	✓	Not required	Not required

Readers' services

- The speedy return of library materials
- Minimize unnecessary disputes over trivial issues between readers and library staff when the latter who maybe a newcomer to the staff;
- Minimized the workload at the circulation counter;
- Library Assistants were able to focus in handling readers' problem cases and do not have to divide their attention to shelving, patrolling, maintaining order in the premises and so on;

Feedback from readers

- Readers enjoyed improvement in efficiency of the service and with the support of the Customer Service Team; and
- The number of complaints received were at a minimum in compared with other small libraries. Readers enjoyed the assistance and friendly smiles they receive from the Customer Service Team.

Preparedness for future development


Extension of library opening hours

- Able to meet with the requirements through the hire of service and minimum addition to the staffing.

Application of Radio Frequency Identification

- The library setup is ready for the application of RFID. Upon its implementation, all management requires is to install the hardware and renovation works are only at a minimum.

CONS

- However, in existing libraries where the design layout is already fixed, there would be complications to redesign the library to fit into the new mode.
- While management is able to capped its staff establishment through the hire of services, it is also faced with fluctuating level of expenditure affected by the market economy. 

WAY FORWARD

Good customer service is never to be ignored.

HKPL will continue to strive to improve its services provided and pursue creative means to make **each reader's patronage to the library, a value added trip.**