Overview

- Time Logging
- Data Analysis
- New Branch Hours
- Updated Staffing Models
- Creation of New Positions
- Change Management
- New Staff Schedules

Why?

Sustainable Personnel Costs for Future Budgets

Personnel is largest expense

Levy Limits

COLA increases annually

Retention

Why?

Create Staffing Models

Align organic staffing models that existed

Create staffing efficiencies (within and across branches)

Equity across branches

Planning for new building projects

Why?

Need to Restructure Table of Organization

Gaps in Roles
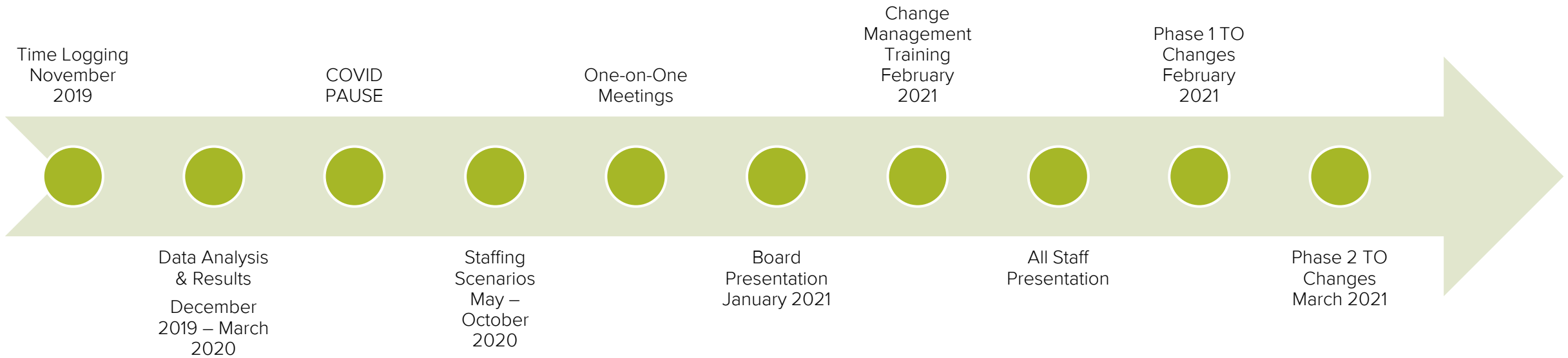   Branch Managers
    Safety
    Marketing
    Outreach
    Catalog Oversight
    Technology Support

Process

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Time Logging November 2019

Data Analysis & Results December 2019 – March 2020

COVID PAUSE

Staffing Scenarios May – October 2020

One-on-One Meetings

Board Presentation January 2021

Change Management Training February 2021

All Staff Presentation

Phase 1 TO Changes February 2021

Phase 2 TO Changes March 2021

Time Logs

Data Entry - All Staff

- Split staff into groups – Public and Non-Public facing
- Work categories for each group
- Detailed tasks within each category
- All staff record in minimum of 5-minute increments for 4 weeks
  - Paper copies of excel templates
  - Daily or weekly - enter time into Excel template with cell drop downs

BROWN COUNTY LIBRARY
PUBLIC FACING

Patron_Services
Patron Accounts
Readers Advisory
Reference Questions
Computer Assistance
Copier/Fax/Printer Assistance
Violation Interaction
ILL Requests
Mtg Room Reservations
Donations
Carnival Games
Volunteers
General Patron Questions
Research
After School Transactions

Collections
Pulling Holds
Shelving
Weeding
Selecting
Displays
Shelf Reading
Receive Deliveries
Mending/Replace Labels/Replace Cases
Multiple Copies/Teacher Kits

Programs
Planning/Research
Marketing Materials
Supply Ordering
Material Prep/Set-up
Presentation/Outreach
Follow Up/Eval
Social Media
Book Blurbs/Book Lists

Meetings
Committee Meeting
Department Meeting
One on One
Webinar
Internal Training
Conference
Travel
Library Board

Office_Tasks
Check Emails
Phone Calls
Time Log
Scheduling
Staff Computer/Equip Troubleshooting
Kronos Time Entry
Personnel/HR Questions
Policy/Procedures Creation, Discussion
AMH/Copier/Printer/Fax Troubleshooting
Office Supply Ordering
Interviews

Cash_Management
Register Deposit
Self Check Deposit
Self Check Troubleshooting

Facilities
Clean
Opening & Closing Duties
Conference Room Set Up
Repairs

Leave
Leave Taken
Breaks

Other
Please Comment

TS Department

Acquisitions
Selecting
Receiving Shipments
Invoice Processing
Fund accounting in Workflows
Troubleshoot Incorrect/damaged shipments
Claims/Order Status
Magazine Check in
Ordering

Cataloging
OCLC records & cataloging
Change record
Evaluate donated items
Index historical items
Print Labels
Digital Records

Process_Items
Add barcodes or RFID tags
Book jackets & cover-ups
Replace packaging
Taping spines
Repair damages items
Unpacking boxes
DNI
Discarding items
Add labels

Meetings
Committee Meeting
Department Meeting
One on One
Webinar
Internal Training
Conference
Travel

Office_Tasks
Check Emails
Phone Calls
Time Log
Scheduling
Supply Ordering
Personel/HR Questions
Staff Computer/Equip Troubleshooting

Leave
Leave Taken
Breaks

Other
Please Comment

Locations
At Desk
Away From Desk

Microsoft Excel Worksheet

Data Collection

Combining Data

- Identical format for sheets - columns
- Copy and paste into one table
- Combine into work groups and then all – more manageable
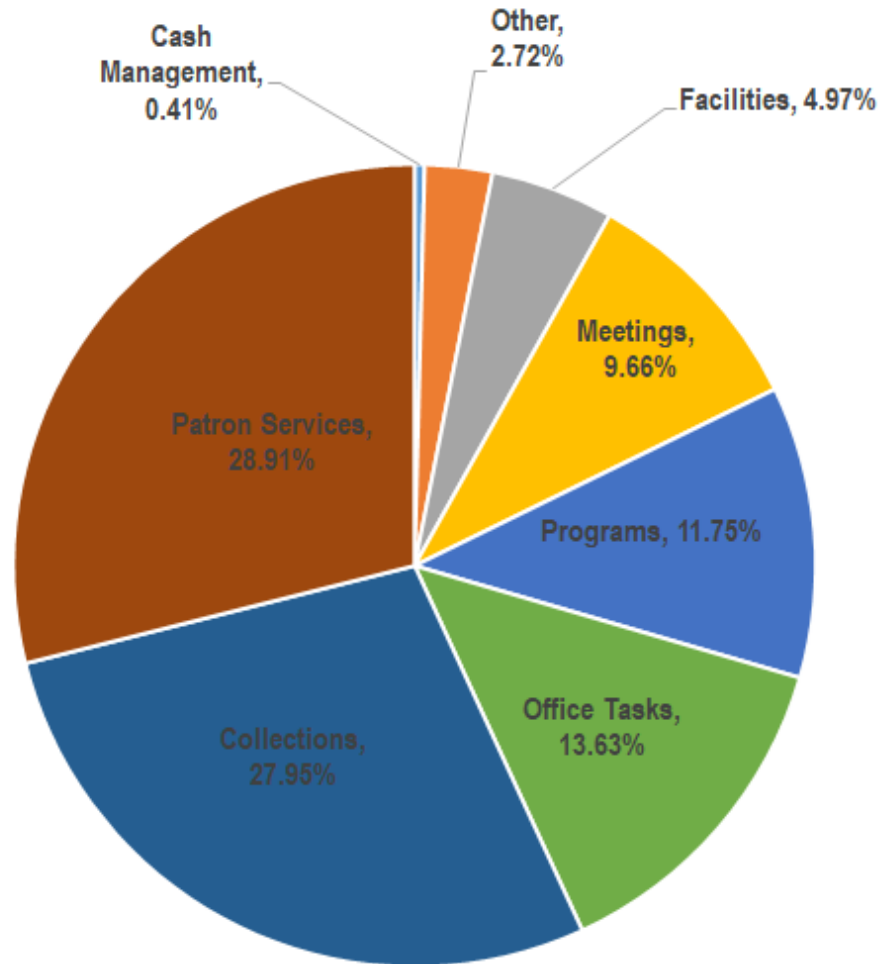- Other - use excel merge function, Visual Basic macro or purchase software
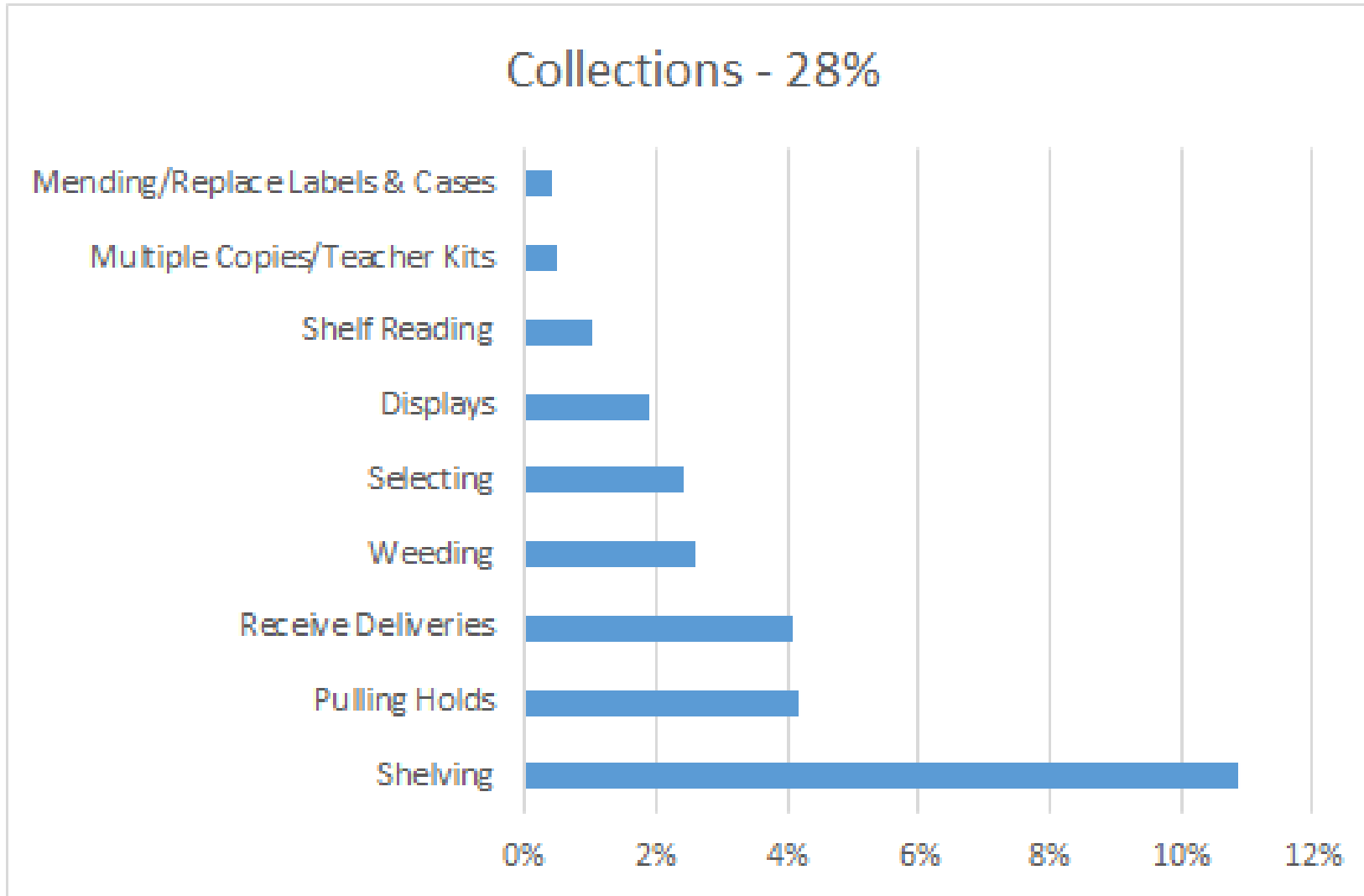
Analyze

Pivot Tables

- Multiple pivot tables – by position, by task and by location
- Look for patterns and out layers
- Does it reflect your expectations?   If not, deeper dive
- Review other sources – job descriptions, wages, circulation and community size

Category Analysis

Public Facing Departments

FTE Summary

	Librarian		Associate		Clerk		Shelver		Total Proposed	% of Circ	% of Visits
	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed			
OUTREACH	0.00	0.00	37.50	77.50	0.00	0.00	0.00	0.00	77.50	0.42%	1.19%
DENMARK	0.00	0.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	1.07%	0.60%
WRIGHTSTOWN	0.00	0.00	45.00	25.00	20.00	20.00	0.00	9.00	54.00	2.16%	1.89%
PULASKI	0.00	0.00	57.50	45.00	31.00	31.00	0.00	0.00	76.00	2.81%	5.08%
SOUTHWEST	25.00	0.00	75.00	50.00	51.00	31.00	0.00	9.00	90.00	4.82%	6.69%
ASHWAUBENON	25.00	25.00	82.50	102.50	60.00	80.00	0.00	9.00	216.50	8.53%	8.61%
EAST	40.00	40.00	65.50	85.50	80.00	80.00	9.00	18.00	223.50	10.98%	9.93%
KRESS	40.00	40.00	85.50	103.00	100.00	80.00	9.00	18.00	241.00	20.15%	14.61%
WEYERS-HILLIARD	40.00	40.00	112.50	103.00	97.50	77.50	9.00	18.00	238.50	20.69%	18.14%
CENTRAL YS	145.00	145.00	37.50	37.50	0.00	0.00	0.00	18.00	200.50	10.05%	12.06%
CENTRAL AS	112.50	112.50	90.50	90.50	0.00	0.00	0.00	9.00	212.00	18.75%	22.39%
CENTRAL CS	0.00	0.00	125.00	150.00	201.00	161.00	0.00	18.00	329.00	0.00%	0.00%
		402.50		869.50		560.50		126.00	1958.50	100%	100.00%
CENTRAL IT	40.00	40.00	0.00	12.50	0.00	0.00	0.00	0.00	52.50		
		442.50		882.00		560.50		126.00	2011.00		

Staffing Changes

Planning for the Future

Limit Existing Staff Moves
Create Flexibility
- Freeze certain positions
- Utilize Limited Term hires
- Allow extra hours

Create New Roles
- ☐ Safety Officer
- ☐ Marketing Specialist
- ☐ IT Manager
- ☐ IT Associate
- ☐ Central Manager
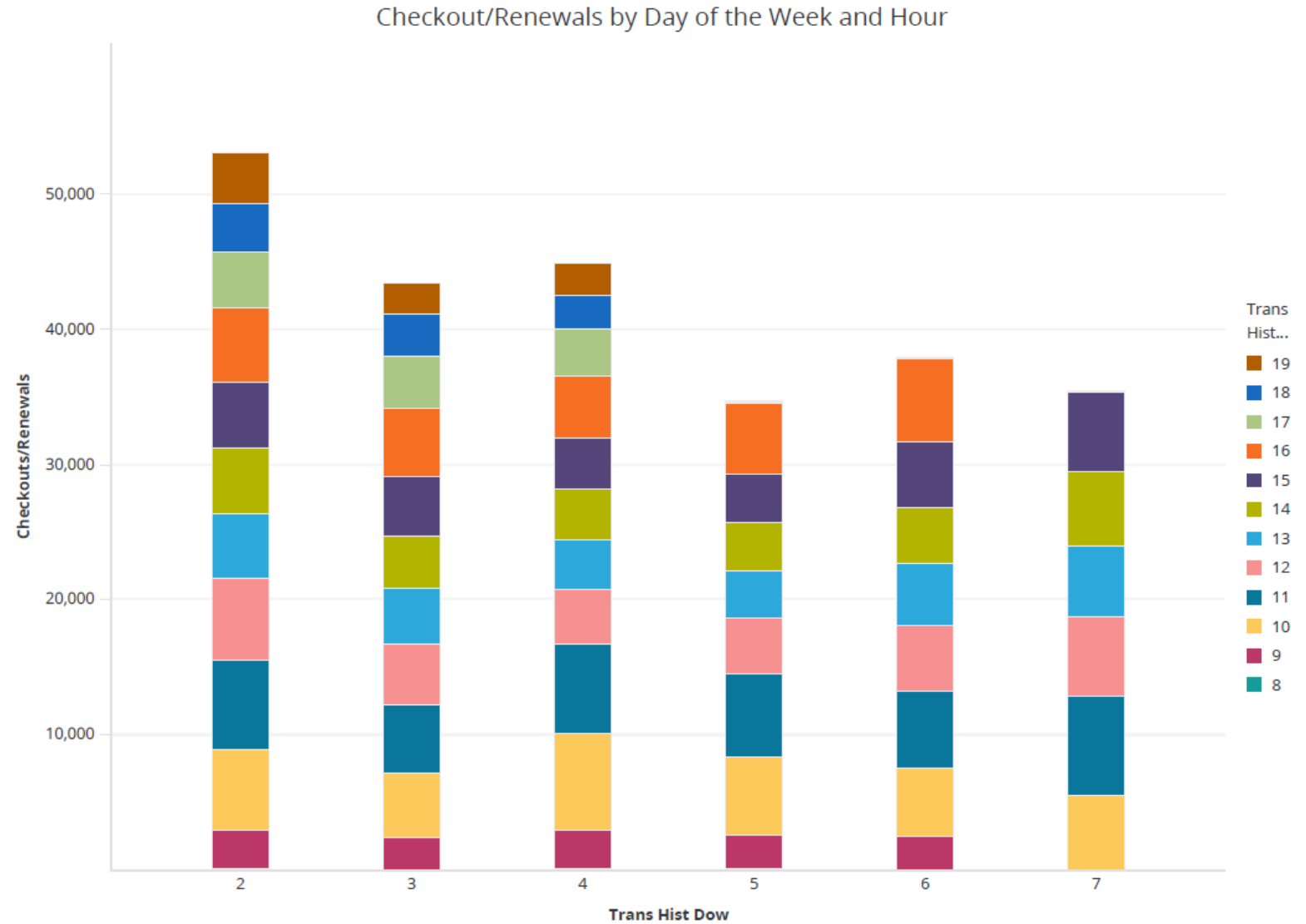- ☐ Technical Service Manager
- ☐ Reinvestment in Shelvers
- ☐ ~~Outreach~~

Update Branch Hours

Review Data

- Current Hours
- Current Staffing
- Available Data on Usage of Branches

Checkouts/Renewals by Day of Week and Hour

Branch Activity

Checkout/Renewals by Day of the Week and Hour

New Hours

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Objectives

Standard Hours for Similar Sizes
    32 Small
    55 Medium
    63 Large
Cost Effective Models
Implement as Reopening
Consider Partnerships and Bookmobile Options

Board of Trustees

Brown County Library It's Yours.

Building Buy In

Present the Plan
- o Why
- o What
- o How
- o When

Approved in Phases
- o Hours
- o Positions
- o TO Changes

Managing Change

Preparing Staff

❑One-on-one meetings for ALL staff
❑Additional one-on-one meetings for staff impacted by changes
❑All Staff meetings
  ❑Employee Assistance Program
  ❑Presentation of model
❑Outside Presenters
  ❑HS Group

Staff Schedules

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Creating New Schedules

What
- Review traffic data
- Review current schedules
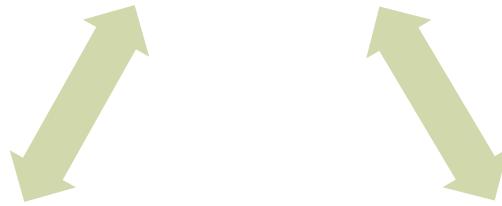- Schedule for heaviest usage

How
- Meet with staff
- Compromise
- Implement

Outcomes

o Improve Staff Budget Utilization

o Sustainable Staffing Scenarios

o Consistent Scheduling Models

o Transparent Process for:
  - Staff
  - Board
  - County Board

o Mindfulness of Time Utilization

o Evaluation for Efficiencies

o Improved Services

Linda Chosa
Finance Manager
Brown County Library
Linda.Chosa@BrownCountyWi.gov

Emily Rogers
Deputy Director
Brown County Library
Emily.Rogers@BrownCountyWi.gov