



Hamilton
Public
Library

Building a Culture of Innovation to Solve Community Challenges

PSPMF 2091 Fall Forum

F R E E D O M T O D I S C O V E R

HPL.CA

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OBJECTIVES OF PRESENTATION

Session Description: *Solving community challenges requires thinking in new ways, taking risks and building partnerships; it needs collaboration and out of the box thinking. Learn how HPL built a culture of innovation, where everyone is encouraged to imagine, create, make mistakes and make a difference in people's lives.*

My Goal is you will better understand

- My background & thinking, HPL's journey
- Our internal & external innovation strategies

My Goal is that you will think about

- How HPL's strategies are applicable in your context
- Think of successful innovation in the public sector **as a long continuous journey** that aims to build broad support
- What are the medium to longer term challenges the public sector and how you can address them?



ABOUT ME

- Graduated **University of Toronto** – iSchool 1994
- **New York Public Library** (1994-1999) – Reference Librarian, Systems Analyst, Web Coordinator
- **Wentworth County Library** (1999-2000) – IT Director
- **Hamilton Public Library** (2001 - present) – IT Manager, IT Director, CEO/Chief Librarian (since 2012)

- Current Chair of the Canadian **National Heritage Digitization Steering Committee (NHDS)**
- Past Chair of **Canadian Urban Library Council (CULC)**
- Past Chair of the **Canadian Federation of Library Associations (CFLA)**



ABOUT HPL

- HPL operates 22 branches & 2 bookmobiles across 439 mi²/1137 km²
- HPL founded in 1889, reborn in 2001 after municipal amalgamation
- Annual operating budget \$32 million
- Long history of **innovation & collaboration**





HOW DO YOU GET THE RESOURCES TO MEET CURRENT CHALLENGES?

- **Redirecting existing resources to solve current & future challenges is the best place to start**
 - **Equipping existing staff & departments to take on new challenges is orders of magnitude more sustainable than getting new funding**
 - Need to look for new resources as well
- **Embrace self-service technologies to improve customer service & shift to higher value work**
 - Avoid points of failure with simplicity
 - Apply the right sized solution
- **Balance investments** in innovation in service with capacity creation

Services previously handled by staff that are now self-service:

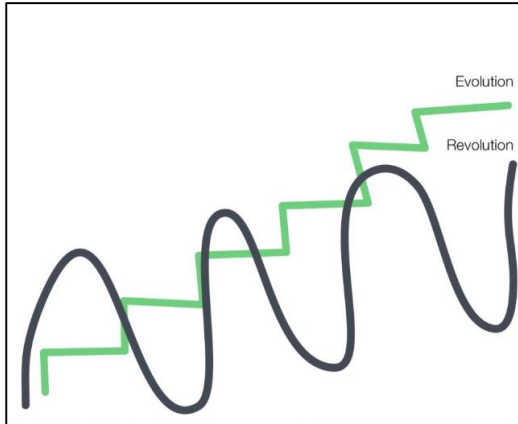
- ✓ Access **account information**, including status info on items and fines
- ✓ **Renew** items, Place an **item on hold** for pick-up
- ✓ **Access to DVD/CDs** without for staff intervention
- ✓ **Reserve computer time**, manage access
- ✓ **Self-service check-out** using self check stations
- ✓ **Self-service returns** using material handling systems
- ✓ **Add funds** for printing and photo copying
- ✓ **Online library fine payments** via ecommerce
- ✓ **Extended access** at rural locations – Open + Technology
- ✓ **Online customer registration**



RELENTLESS INCREMENTALISM

3 keys to long-term organizational success

1. Excellence in customer service & meeting real needs
2. Responsible & effective overall financial management
3. Responsiveness to partners & community influencers



Meaningful **community engagement** grows from **staff engagement**

No matter at what level of leadership you are in, if you solve the immediate problems on your desk and advance broader strategic goals:

- You will not get **micro-managed**
- If you are **not focused on getting credit**, you will get **more opportunities to advance broader goals**



2020 DRAFT OPERATING BUDGET

Budget Year	Direction	Library
2011	2.0%	0.7%
2012	0.0%	1.0%
2013	0.0%	0.0%
2014	0.0%	0.2%
2015	-----	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%
2019	-----	2.4%
2020	2.0%	2.0%

Library Increase Averages 1.2% Per Year



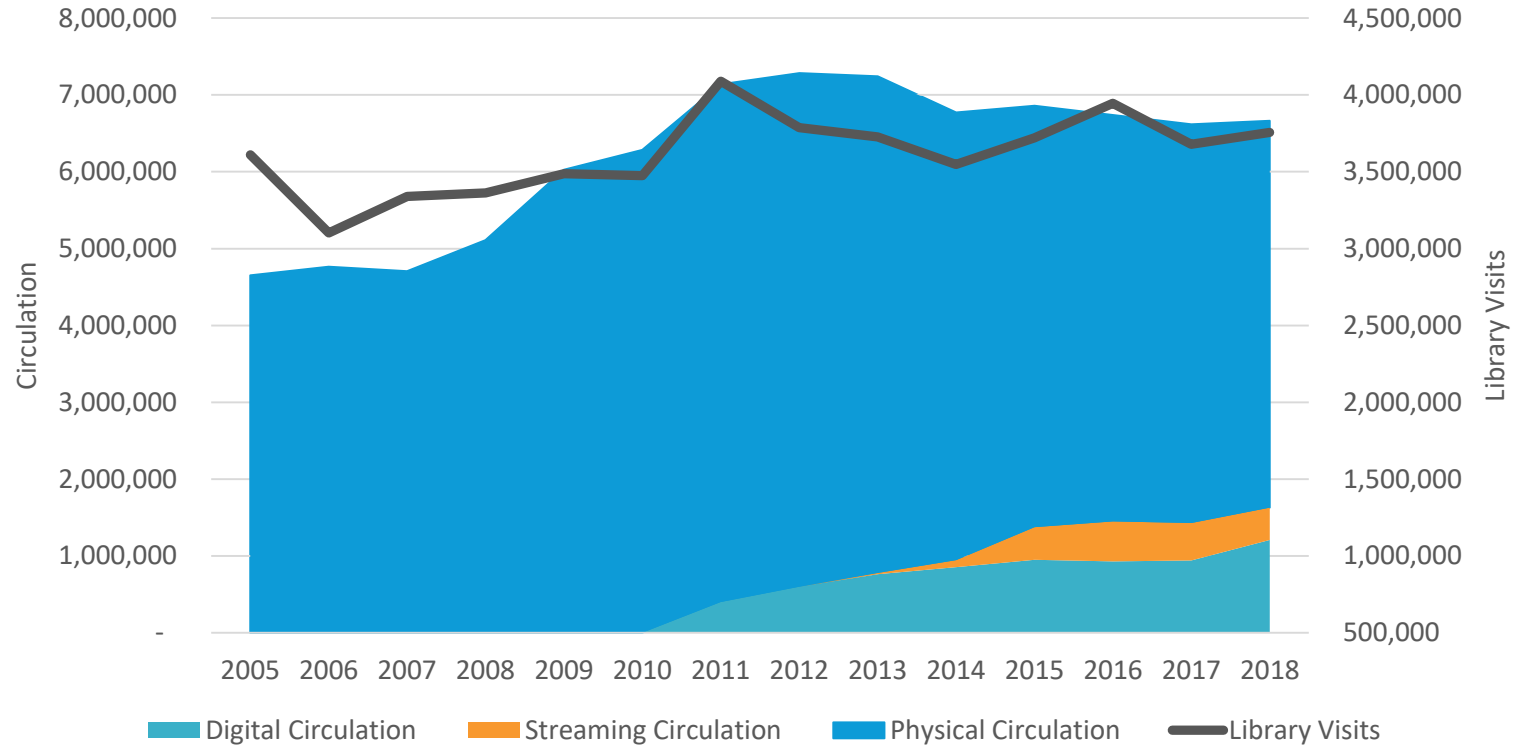
STAFFING & ACTIVITY SUMMARY

	2001	2017	2018	2019 Projections	% Change from 2018
Staffing in FTE	320	305	300	298	-0.7%
Open Hours	51,200	47,800	52,450	52,450	0%
In Person Visits	3.3 million	3.68 million	3.76 million	3.62 million	-3.7%
Circulation of Materials	4.5 million	6.62 million	6.66 million	7.04 million	5.7%
Attendance per Program	---	18.5	19.4	19.6	1.0%
# of Computer Sessions	294,350	779,811	787,781	764,318	-3.0%
# of WIFI Sessions	NA	1,048,972	1,162,246	1,288,652	10.9%



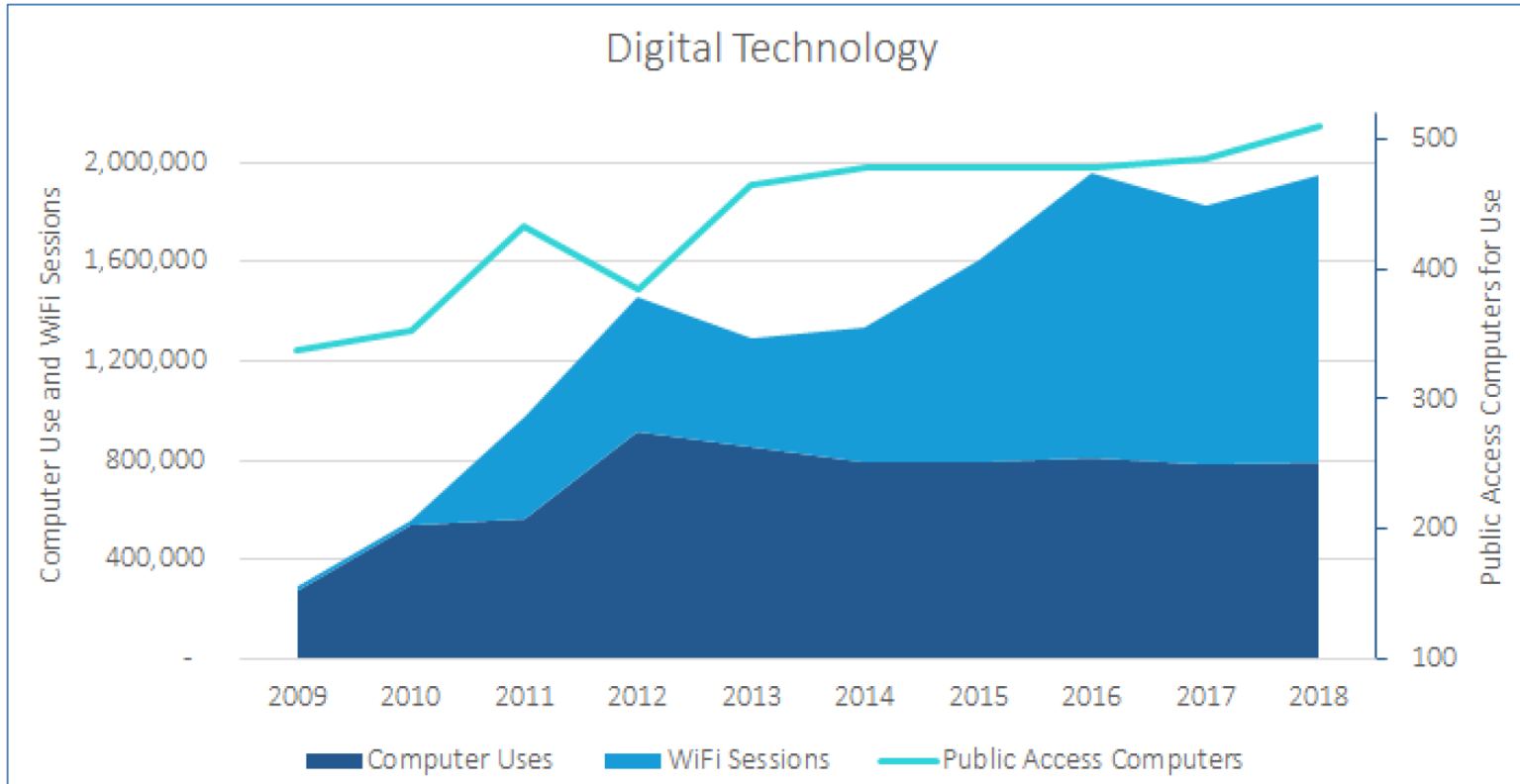
USAGE OF LIBRARY COLLECTIONS & IN-PERSON VISITS

Circulation and In-Person Visits



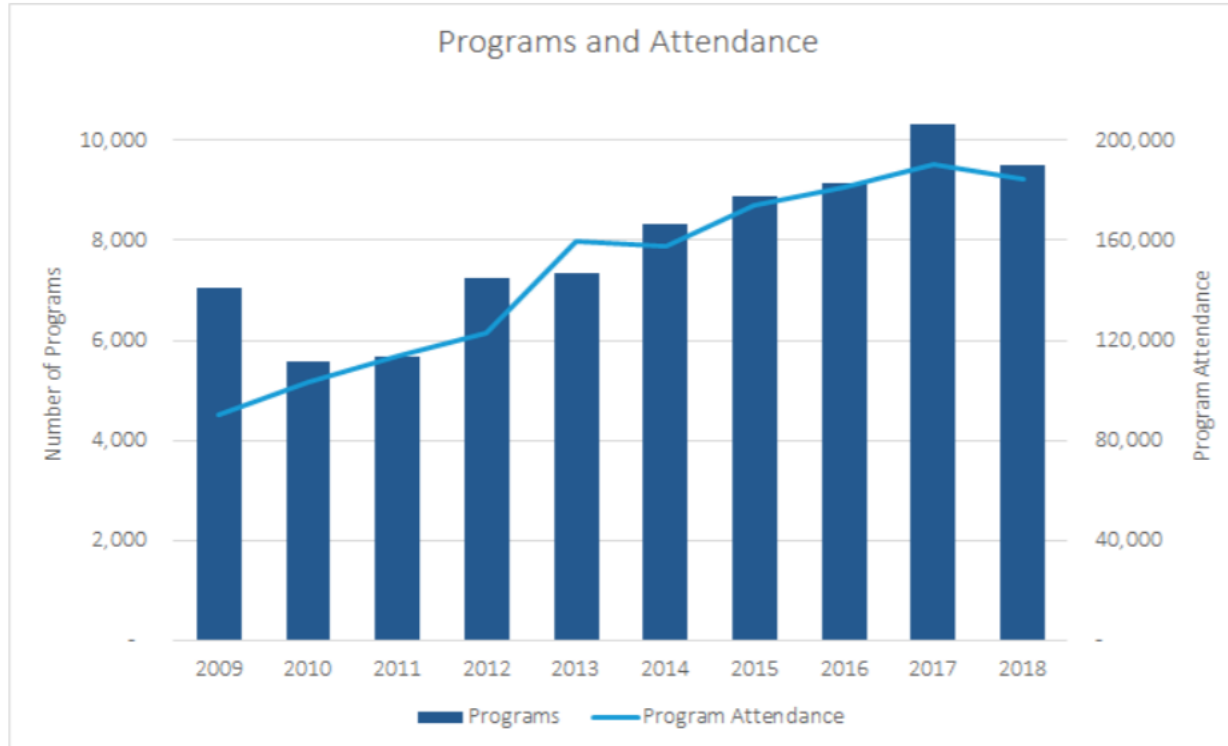


PUBLIC USAGE OF LIBRARY TECHNOLOGY





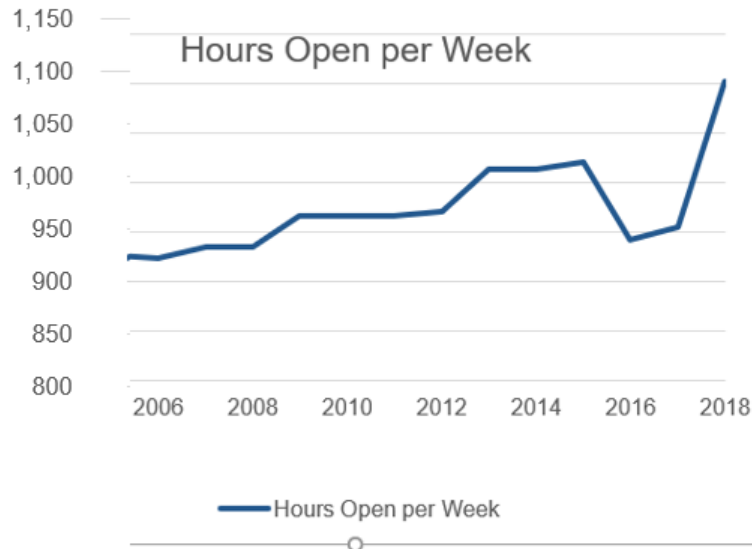
FOCUSING ON IMPACT: LEARNING & SOCIAL INCLUSION PROGRAMS





EXPANDING CORE SERVICE HOURS




Strategic planning of resources to extend service and reach





WHAT ARE THE MEDIUM TO LONGER TERM CHALLENGES FACING THE PUBLIC SECTOR?

2 LAWS & 5 TRENDS

Technology	
Industry	
Human Imagination	

VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY



1. LAW OF ACCELERATING RETURNS

- **Price performance, bandwidth & capacity of information technology progresses exponentially through multiple paradigm shifts**
 - By 2023, computing capacity of a human brain will be available for ~ \$1,000
 - By 2037 that capacity will cost 1 cent.
- **Key Implication**: The technologies that are both affordable and available to the public sector will continue to evolve even more rapidly as time passes. Also, as time passes the life cycle of major technology changes will continue to get shorter

<http://www.kurzweilai.net/the-law-of-accelerating-returns>

See also Moore's Law - https://en.wikipedia.org/wiki/Moore%27s_law



2. LAW OF CUSTOMER EXPECTATIONS

*** Customers spend more time experiencing service and technology outside of our organization and that is where they form their expectations for how our systems and services should work.**

Key Implications: Customer expectations of how our services and technology should work will change at a more rapid rate. People will need help keeping up with the changes that are happening around them.

*Derived from Jacob Nielsen's First Law of Web User Experience
<https://www.fifteendesign.co.uk/blog/laws-of-ux-part-one/>
<https://www.nngroup.com/topic/web-usability/>



LONGER TERM CHALLENGES & OPPORTUNITIES

MEETING USER NEEDS III & IV – THOUGHTS ON OUR NEXT DECADE

2010 Assumptions	2017 Assumptions
1. Our very survival as an organization is dependent upon us remaining relevant and vital to the lives of people.	1. With future disruptive changes ahead, libraries will need to continue to focus on enhancing our ability to adapt. The health of our organization will be dependent upon us remaining relevant and vital to the lives of residents and to communities we serve.
5. Current services and processes will continue to change repeatedly.	
6. Future jobs will be less repetitive and will focus more on public service.	
2. All of our funding is vulnerable.	2. There will be significant competition for funding. Operating budgets will continue to be constrained and accessing sufficient capital funding to maintain all our facilities will be an ongoing challenge.
3. More library buildings require renovations than our funding will allow.	
	3. Public libraries are uniquely positioned to contribute to the health, education and prosperity of the communities we serve. To accomplish this we must continue to develop successful partnerships and actively participate in broader community initiatives.



LONGER TERM CHALLENGES




2010 Assumptions	2017 Assumptions
3. Electronic material will soon form a significant portion of our circulation.	4. The trends toward the increasing importance of digital content and growing competition from the private sector to provide access to it will continue. The circulation of physical books will remain a core service and the unique local content held and made accessible by HPL will become increasingly important.
7. Competition from the private sector for services we once considered our exclusive domain will continue to increase.	
8. Privacy/intellectual property issues will become more complex.	5. Network security, privacy and intellectual property issues will become more challenging. With content we control we have an opportunity to model best practices that facilitate effective sharing that creates the maximum benefit to society.

https://www.hpl.ca/sites/default/files/attachment_51.pdf
<https://www.hpl.ca/articles/strategic-priorities-2018-2021>



UNDERSTANDING THE CONTEXT WE WORK

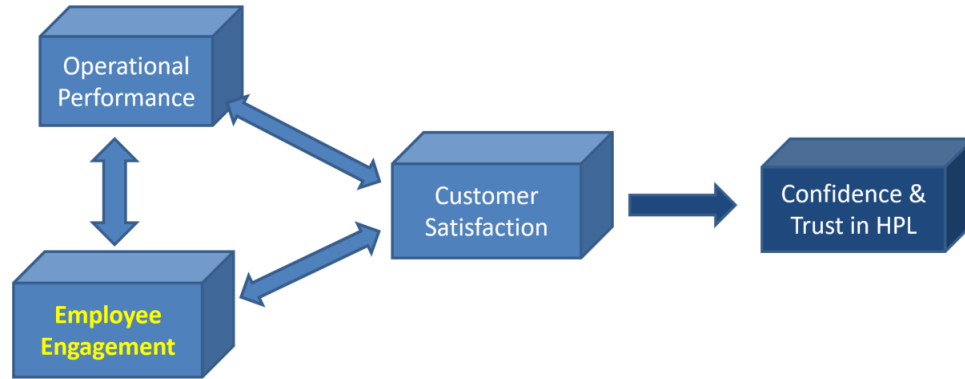
7 USEFUL FRAMEWORKS THAT I FIND CRITICAL TO SUCCESSFUL INNOVATION

Technology	
Industry	
Human Imagination	

VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY



1. PUBLIC SERVICE VALUE CHAIN



Drivers of Employee Engagement

1. Relationship with supervisor
2. Perception employer provides good value to clients
3. Positive Perception of senior management
4. Fair pay and benefits
5. Career path that offer opportunities for advancement
6. Satisfactory work environment

https://en.wikipedia.org/wiki/Employee_engagement

Ten C's of Employee Engagement

1. Connect
2. Career
3. Clarity
4. Convey
5. Congratulate
6. Contribute
7. Control
8. Collaborate
9. Credibility
10. Confidence



2. CHANGE MANAGEMENT STRATEGY

CAB (Change Advisory Board)

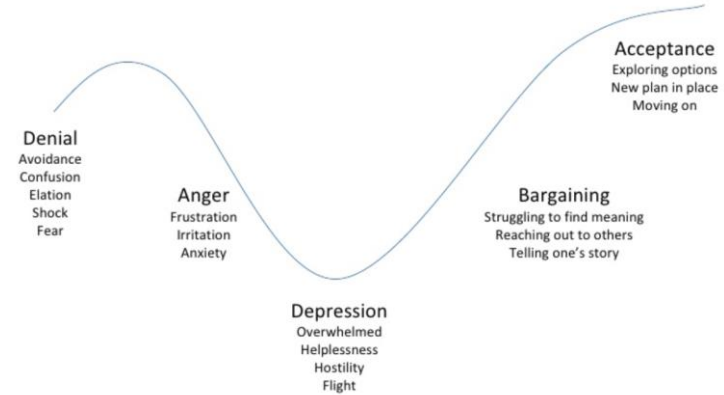
- HPL has combined facilities, technology, communications and program CAB

Peter de Jager's Ethical Approach to Change Management

- Change management is about dealing with people's sense of control and the loss of it
- Emotions kick in when people feel they are not in control
- Emotional stages set-in when there is: **surprise, bad news** or **immediate deadlines**
- **The time to talk about change is before change happens, during change emotions take over**
- **Get buy-in to realizing the need for change**
- **Do not get buy-in for a solution**
- Understanding the process you can see what is happening, but that does not stop you from going through the emotion

<https://www.petrusdejager.com/articles>

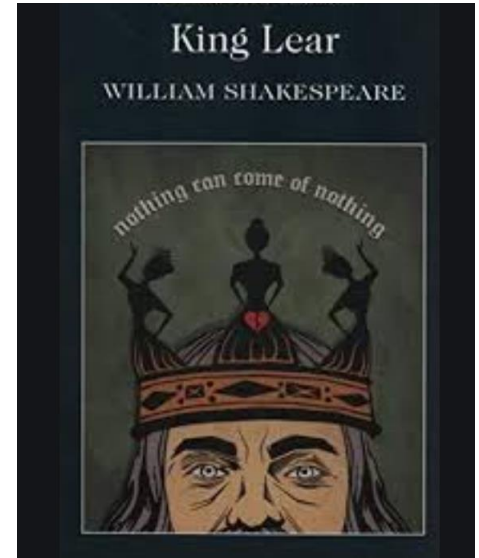
Kübler-Ross Grief Cycle





ESSENTIAL QUESTIONS TO ANSWER WHEN MAKING CHANGES

1. **Why?**
 2. **What's in it for me? (WIIFM)**
 3. Next Monday what should I do differently?
 4. What won't change?
 5. What might go wrong?
 6. What will we do when things go wrong?
 7. How are we doing or how did we do?
- Questions 3, 5 and 6 create opportunities to engage staff
 - Question 7 is a critical follow-up





3. SYSTEMATIC EVALUATION

One of our constraints is we cannot see the future, so we need to build in ongoing evaluation

- We need to understand changes, shifts from niche to mainstream (or vice versa)
- Quantitative & qualitative, it is about **understanding patterns** and **telling our stories**
- Measure **outcomes not just activities**
- Align with committed researchers to gain deeper insights



4. USE ADEQUATE BUT AGILE PROJECT MANAGEMENT

In a rapidly changing landscape, we need to recognize that **extended** and **too rigid planning** may result in us **solving yesterday's problem** or at best using yesterday's technology to solve today's problems.

On the other hand, a lack of discipline and planning can often lead to undirected investment in money and time.

As we move forward we need to develop Project Management practices that have an intrinsic ability to address change and reduce the time from planning to execution.

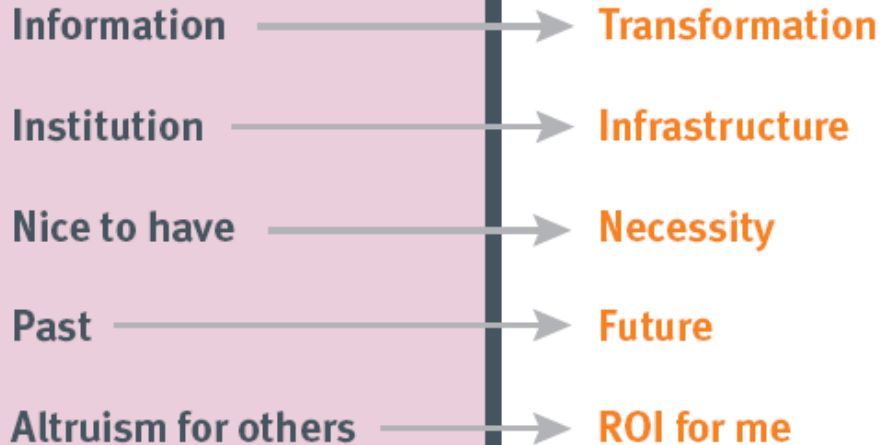
- We need to ensure that our business planning processes leave some capacity so high impact projects can be acted upon when the time is right.
- Moving forward we will need to ensure we are on a regular basis reviewing our priorities and responding to timely challenges and opportunities
- Ensure we **deliver tangible results** in a timely way **as we plan ahead**



5. POSITION YOUR ORGANIZATION FOR SUPPORT

The library needs to be positioned as a vital part of the community infrastructure

The library must be repositioned. The library can no longer be viewed as a historical institution that is nice to have, but rather as a vital part of the community infrastructure.

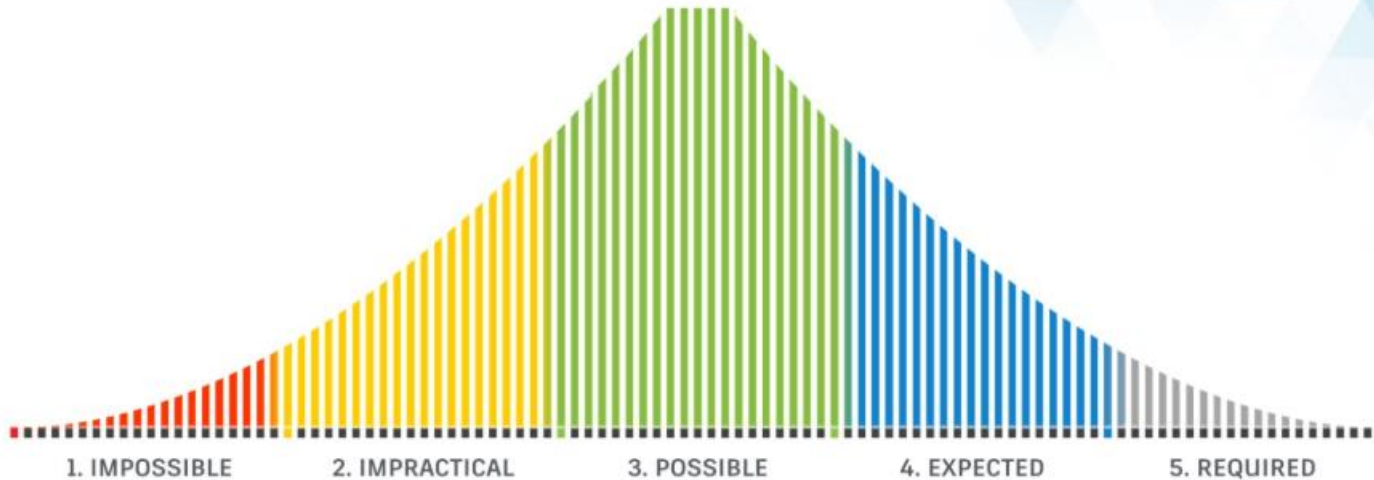


How can we position ourselves as being about the future if our services and technology are outdated?



6. INNOVATE THE RIGHT PROBLEM AT THE RIGHT TIME

The Innovation Continuum

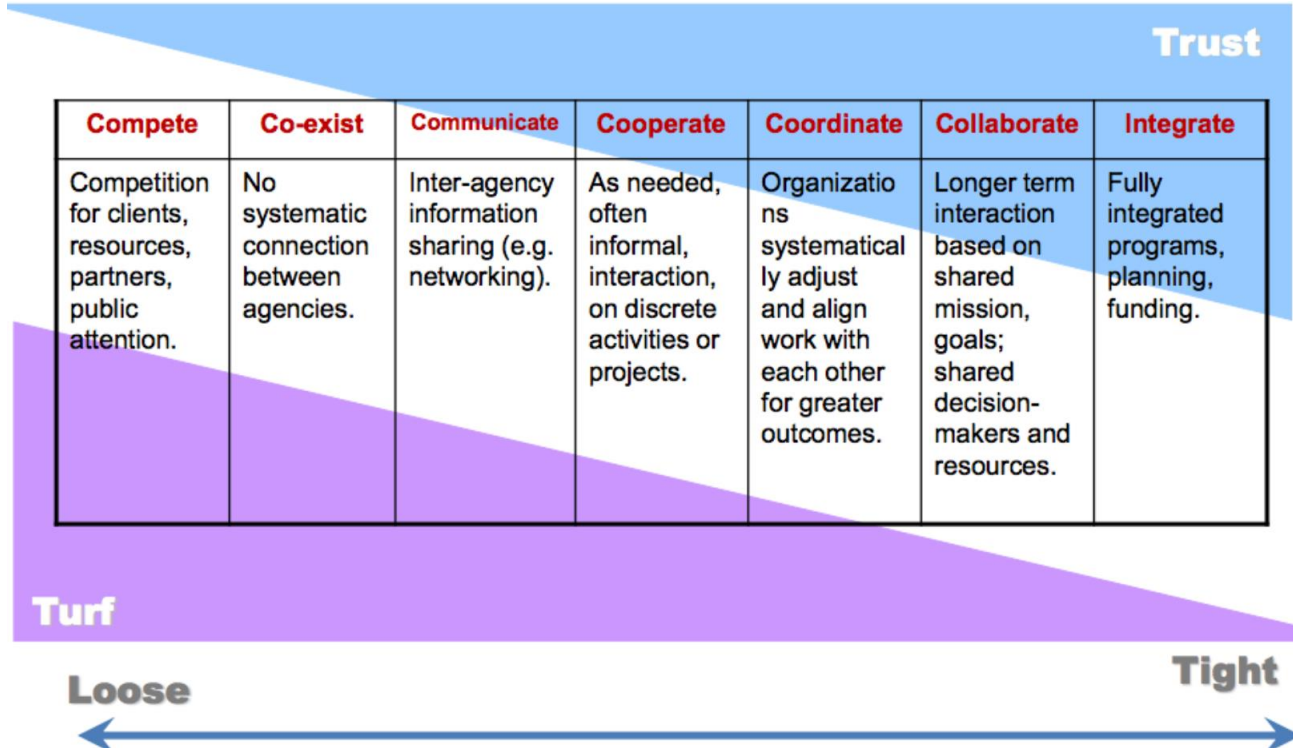


When does your organization implement technology?



7. COLLABORATIVE LEADERSHIP

Collaboration Continuum



Collective Impact: <http://www.tamarackcommunity.ca/collectiveimpact>

EXTERNAL STRATEGIES, PARTNERSHIPS & CONCLUSION

Partnerships and Communications - Partnership and Agency Contacts

+ new item or edit this list

All ACTIVE Board Report Executive Sponsor ... Find an item

✓	📄	Partner/Organization Name	Project/Program Name	Contact Type	Modified1	Executive Sponsor	HPL Leads	HPL Locations
		Adult Basic Education Association (ABEA)	... Skill Development Flagship Committee	Formal Partnership	12/19/2017 9:00 AM	Dawna Wark		
		Alzheimer Society	... Programs -	Formal	3/5/2019 9:45 AM	Lisa Weaver		

Hamilton Public Library Summary Partnership Report – March 2019

Organization Name	Project/Program Name	Description
Alzheimer Society	Programs - Dementia Friendly Programming	The Alzheimer Society of Canada provides the tools, education and information to develop dementia-friendly communities. HPL's Dementia Friendly Library Initiative which began in 2018 supports designing new specific dementia-friendly programs and adapt current library programs so that they are more dementia-friendly. The library is improving public awareness and reducing stigma. It is consistent with and builds on the Canadian Dementia Friends initiative.
Ancaster Senior Achievement Centre	Outreach Programs - Book Club and programs	Ancaster Senior Achievement Centre (ASAC) is a space where older adults can increase social contacts, attain new knowledge, participate in recreational activities and find opportunities to achieve a total sense of wellbeing. HPL leads two book clubs at the ASAC, while ASAC staff provide exercise and health-related programs at the library.
Art Gallery of Hamilton	Program - Book Club	The Art Gallery of Hamilton (AGH), founded in 1914, is the oldest and largest art museum in southwestern Ontario with one of the finest permanent collections in Canada. The AGH is an open and engaging social nexus, a thought-provoking context for the exchange of ideas through art.





PARTNERSHIPS CRITICAL TO SUCCESS IN 21ST CENTURY

HPL's Partnership Framework

- Partnerships are critical to HPL's success, we maintain over 150 active partnerships
- Use SharePoint to maintain a shared list – generate annual report

Goals of HPL Partnerships

1. Extend and enhance Library **services** and **programs in a sustainable way**
2. Increase **awareness of Library** services and programs
3. Support the **City of Hamilton** and **broad based community initiatives** that advance Hamilton's economic, social and cultural richness
4. Enhance **coordination and reduce overlap** in efforts between agencies serving Hamilton

Partnership Policy - <https://www.hpl.ca/articles/partnership-policy>

Summary Report on Partners - <https://www.hpl.ca/sites/default/files/2018%20Partnerships%20List.pdf>



ORGANIZATIONAL PARTNERSHIP APPROACHES

Strategy	Risk	Empowers	Staff Engagement	Advance Org. Goals
Command Control	Low to Med	Leadership	Low	Yes but limited way
Minimal Control	Med to High	Individuals	High but can create confusion	Hard to evaluate effectiveness
Strategic Control	Low to Med	Mission	Good	Advances broad goals

- **Avoid fight or flight management**

- Maximum coordination & communication, limited control
- Dedicate most resources (75%) to organizationally advanced programs
- Offer local staff & managers a menu of programs to buy into
- Create decision frameworks that empower local staff to test ideas, but ensure higher level approval of long-term or resource intensive commitments
- Ensure effective & reasonable accountability to funders



WHAT I HAVE LEARNED ABOUT SUCCESSFUL INNOVATION?

1. **Collaborative leadership** is critical
 - You need to focus on **delivering results** & **building allies** for **future challenges**
 - A partnership or initiative is not a failure if it ends with **your integrity** & **trust intact**
 - Learning how to really **collaborate** and **work from a place of influence & mutual respect** instead of power **is critical**
2. **Partnerships** are critical in today's world
 - **Meaningful internal engagement** is a necessary foundation for meaningful external engagement
 - Aligned organizations need to work together to advance a positive agenda, manage resources effectively
3. Innovation without a **successful change management strategy** will not lead to **good results**
 - Creating a culture of trust, engagement
 - **Steady rate of progress** – **avoid spasms of enthusiasm**
 - Need to talk about things early on with key stakeholders
4. Using **innovation to create capacity** (~~save money~~) **overtime works** – patience is needed
 - Shifting resources to new areas of demand works better than cost cutting



QUESTIONS?

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