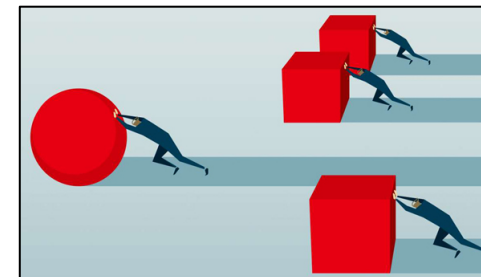**Hamilton Public Library**

Strategic Insights on Innovation

Paul Takala, Sherry Fahim ♦ MTCC 206AB

What library leaders need to have on their radar to determine long-term and near-term technology decisions? The CEO of Hamilton Public Library and the Director of Digital Technology share insights on driving transformation, useful frameworks to strategically utilize technology, and creating a digital strategy to drive innovation and achieve goals.

- My goal is to give you some insights into **HPL long-term innovation journey**
  - 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
- Sherry is going to talk about some key strategies we are currently engaged in

Hamilton Public Library

- 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
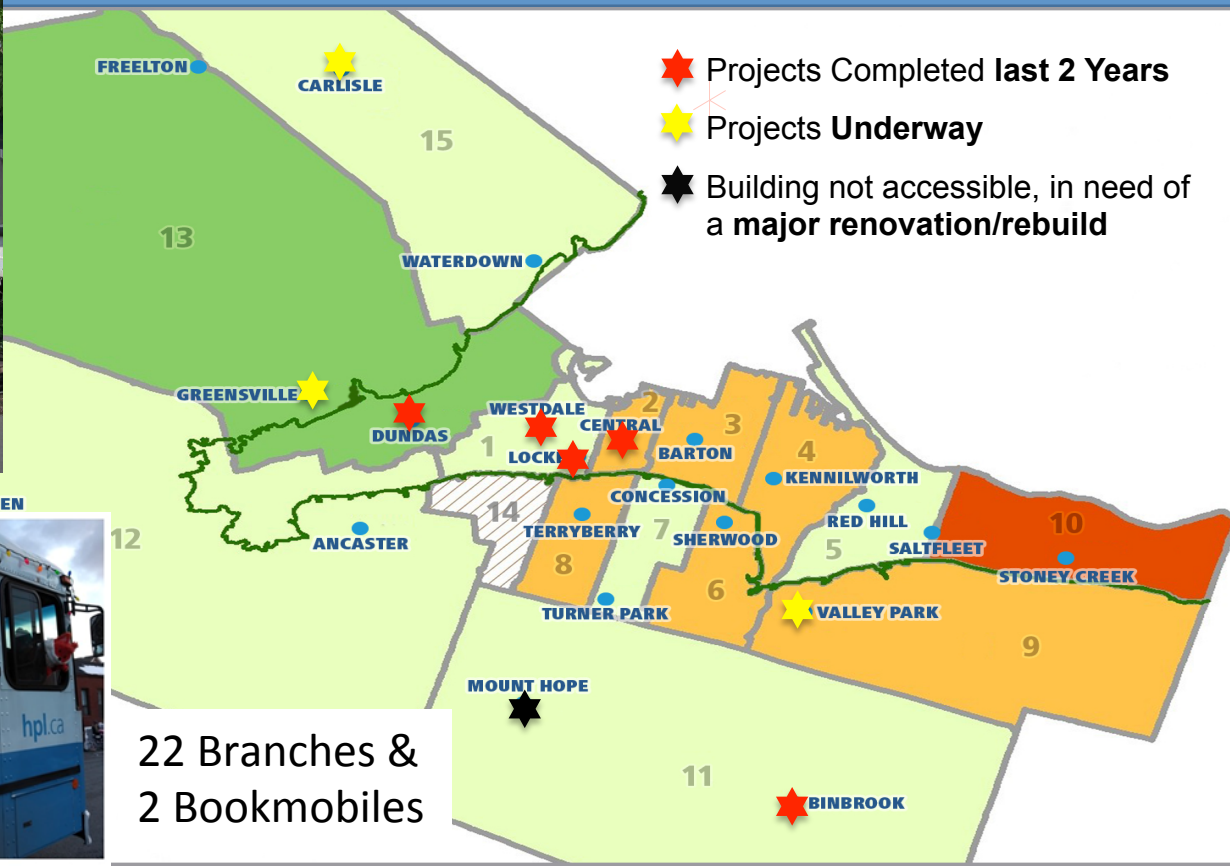 Associations (CFLA)**

ABOUT THE HAMILTON PUBLIC LIBRARY

- 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**

RURAL EXTENDED ACCESS

2020 OPERATING BUDGET & RECENT HISTORY

Hamilton Public Library

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%	2.5%*

Library Increase Averages 1.2% Per Year

2020 HPL Request

**2.0% Maintenance Budget
+
0.5% Budget Enhancement
=
2.5% or $773,850**
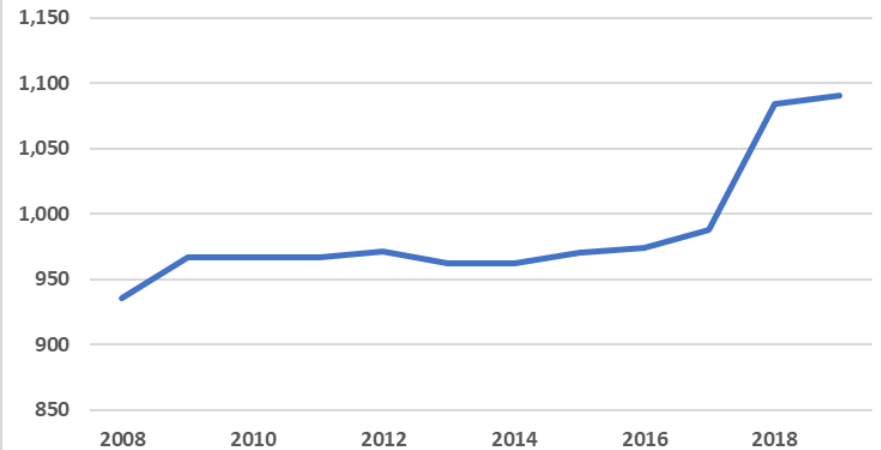
HPL's long-term operating assumption has been to **create capacity with existing resources**.

Staffing in FTE
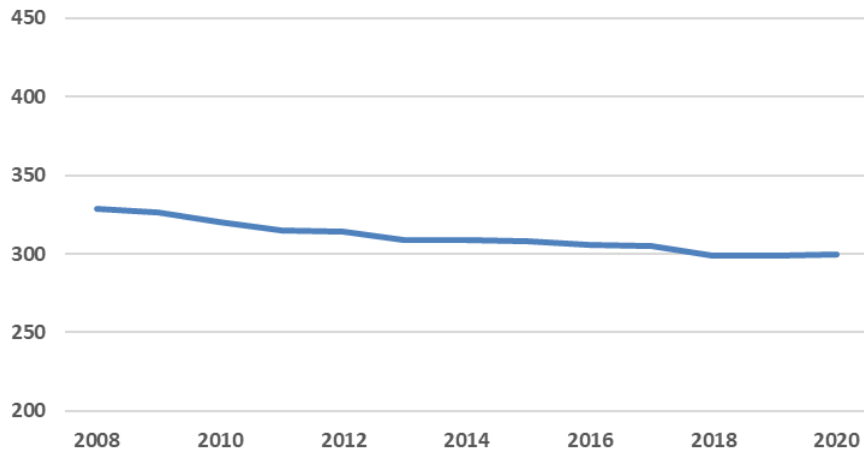
Library Open Hours Per Week

Hamilton Public Library

Using **innovation** to meet current and emerging needs.

Usage of Collection & In-Person Visits

Legend: Digital Circulation, Physical Circulation, Annual Visits
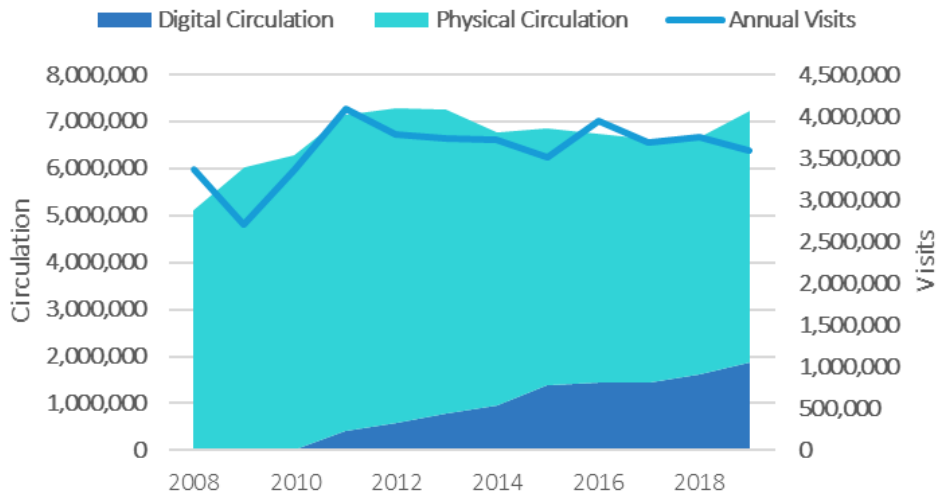
Public Usage of Library Technology

Legend: Wifi, Computer Uses, Total Public Access Computers
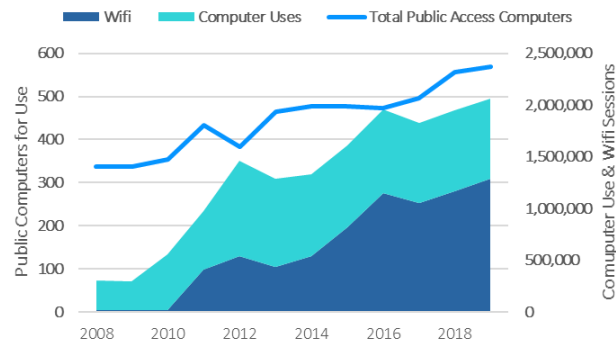
Learning & Social Inclusion Programs

Legend: Programs, Program Attendance

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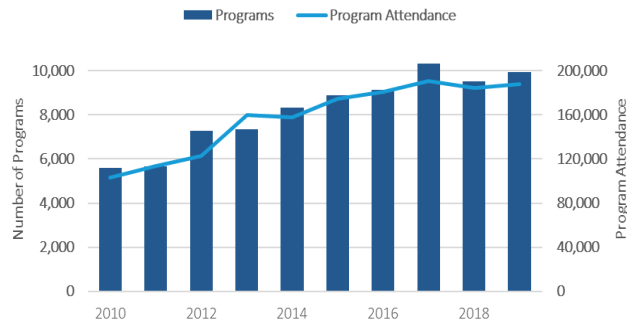
Hamilton Public Library

1. My experience in IT leadership has been great preparation for being CEO
   - **Understanding technology** is very **helpful**
   - Learning how to really **collaborate** and **work from a place of influence** and **mutual respect** instead of power **is critical**

2. We need to ensure that we focus on technology that is both **useful** and **used**
   - Novelty attracts temporary attention
   - **Successful implementations have long-term impacts** and attract meaningful support

3. Technology 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*

4. Using **technology to create capacity** ~~(save money)~~ **overtime works** – patience is needed
   - Shifting resources to new areas of demand works better than cost cutting

WHY ARE GENERALS MORE CAUTIOUS TO GO TO WAR THAN CIVILIAN LEADERS?

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HOW DO YOU GET THE RESOURCES TO MEET CURRENT & FUTURE CHALLENGES?

Hamilton Public Library

- **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 that 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 i**tems, 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**

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

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.

- http://www.kurzweilai.net/the-law-of-accelerating-returns
- See also Moore's Law - https://en.wikipedia.org/wiki/Moore%27s_law
- *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/

Hamilton
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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.

Information	**Transformation**
Institution	**Infrastructure**
Nice to have	**Necessity**
Past	**Future**
Altruism for others	**ROI for me**
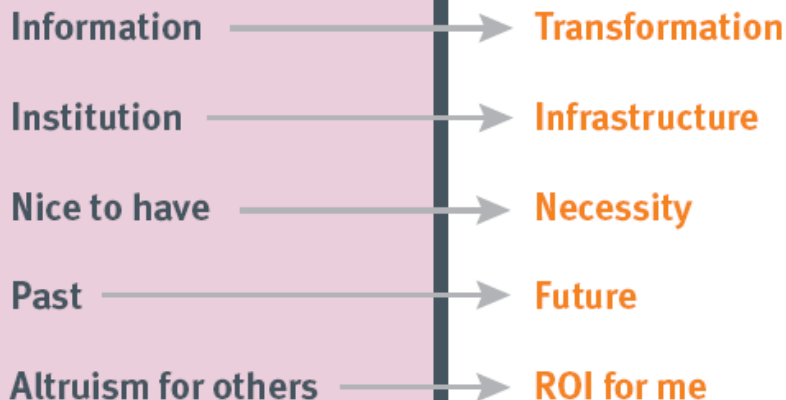
HOW CAN WE POSITION OURSELVES AS BEING ABOUT THE FUTURE IF OUR SERVICES AND TECHNOLOGY ARE OUTDATED?

https://www.oclc.org/research/publications/2018/oclcresearch-awareness-to-funding.html

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The Innovation Continuum

1. IMPOSSIBLE   2. IMPRACTICAL   3. POSSIBLE   4. EXPECTED   5. REQUIRED
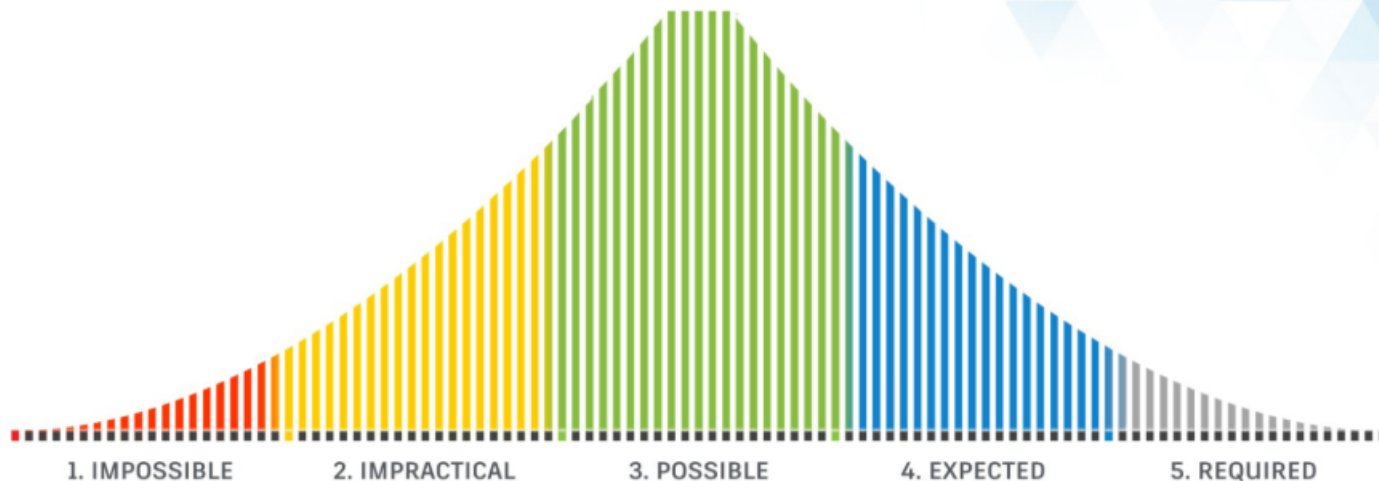
WHEN DOES YOUR ORGANIZATION IMPLEMENT TECHNOLOGY?

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Operational Performance

Customer Satisfaction

Confidence & Trust in HPL

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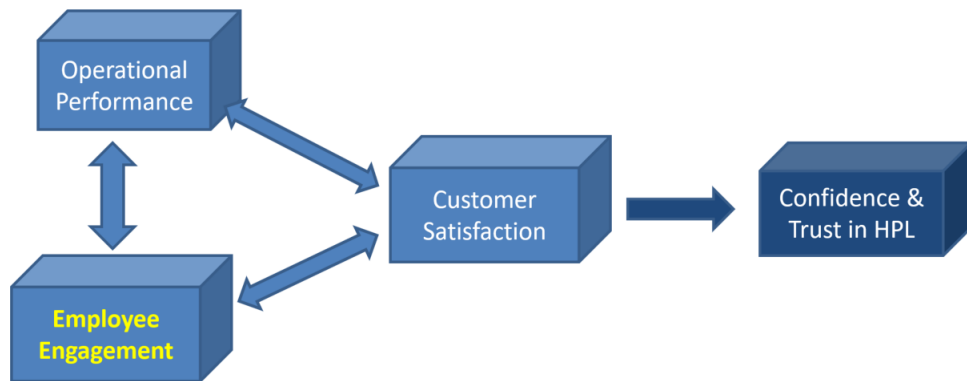
Drivers of Employee Engagement
1. Relationship with supervisor
2. Perception employer provides good value to clients
3. Positive perception of senior management
4. Fair pay and benefits
5. Career path that offer opportunities for advancement
6. Satisfactory work environment

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

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

Hamilton Public Library

CAB (Change Advisory Board)
- HPL has combined facilities, technology, communications and program CAB

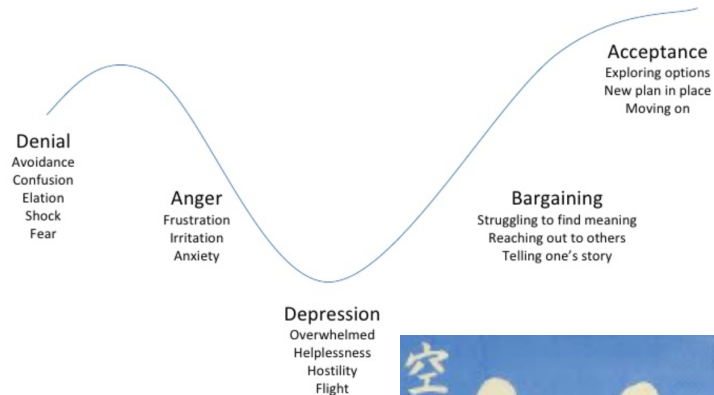## Peter de Jager's Ethical Approach to Change Management
- Change management is about dealing with people's sense of control and the loss of it
- Emotions kick in when people feel they are not in control
- Emotional stages set-in when there is: **surprise**, **bad news** or **immediate deadlines**
- **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

Denial
Avoidance
Confusion
Elation
Shock
Fear

Anger
Frustration
Irritation
Anxiety

Depression
Overwhelmed
Helplessness
Hostility
Flight

Bargaining
Struggling to find meaning
Reaching out to others
Telling one's story

Acceptance
Exploring options
New plan in place
Moving on

Hamilton Public Library

	Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Trust / Turf	Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Loose ←——————————→ Tight

3 REASONS FOR ENGAGING IN PARTNERSHIPS

1. EXTEND & ENHANCE HPL SERVICES & PROGRAM GOALS IN SUSTAINABLE WAYS.

HPL'S PARTNERSHIP STRATEGY

2. SUPPORT THE CITY & BROAD-BASED INITIATIVES THAT ADVANCE OUR ECONOMIC, SOCIAL AND CULTURAL RICHNESS.

3. ENHANCE COORDINATION AND REDUCE OVERLAP IN EFFORTS BETWEEN AGENCIES.

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

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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**