

# OPL Customer KPI Definitions (2020-2023)

Strategic Alignment	KPI	Measurement Definition	Rationale
<b>Redesign Library Experience</b>	<i>Cardholder Growth Rate</i>	The percent change of the average number of cardholders created during the reporting period compared to the same period the previous year.	An increased growth rate is indicative of progress towards achieving the strategic statement goal and a library experience that is accessible and appealing to a larger percentage of the population served.
<b>Redesign Library Experience</b>	<i>Total 12 Month Active Cardholders</i>	The total number of cardholders that were active at least one time in the past 12 months.	Strategic Statement objective measurement; increases are indicative of customer retention and representative of general unique use of multiple library services.
<b>Promote OPL's Value</b>	<i>New Cardholder Referral Ratio</i>	The proportion of new cardholders who were referred by current OPL customers.	High referrals drive growth and can be a proxy for customer satisfaction.
<b>Promote OPL's Value</b>	<i>Economic Benefit Per Cardholder</i>	The estimated average economic benefit of service transactions including (Circulation, Program Attendance, and Database usage) per 12-Month Active Cardholder.	Illustrating the average value of service transactions per active cardholder demonstrates the positive economic value that library usage can provide.

# OPL Employee KPI Definitions (2020-2023)

Strategic Alignment	KPI	Measurement Definition	Rationale
<b>Build Organizational Capacity</b>	<i>Average Applicants per Job Posting</i>	The ratio of total applicants to total positions posted during the reporting period.	A high ratio of applicants to postings indicates an increased attractiveness of working for Ottawa Public Library.
<b>Build Organizational Capacity</b>	<i>Employee Turnover Rate</i>	The percentage of permanent employees that resigned for reasons not related to retirement, illness etc..	Low regrettable turnover is indicative of a productive work environment, strong leadership and overall stability.
<b>Build Organizational Capacity</b>	<i>New Employee Referral Ratio</i>	The percentage of new hires referred by OPL employees.	High referrals drive growth and can be indicative of employee engagement.
<b>Build Organizational Capacity</b>	<i>Active Cardholder to Full Time Equivalent Ratio</i>	The number of active cardholders compared to the number of Full Time Equivalent positions in the organization.	An increasing ratio indicates a higher number of active cardholders compared to one full-time equivalent and improved organizational capacity.