

Report to/Rapport au:

**OTTAWA PUBLIC LIBRARY BOARD  
CONSEIL D'ADMINISTRATION DE LA BIBLIOTHÈQUE PUBLIQUE D'OTTAWA**

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Le 12 mai 2014**

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Ref N°: OPLB-2014-0053

**SUBJECT: Semi-Annual Performance Measurement Report–July to December 2013**

**OBJET : Rapport sur le cadre de mesure du rendement semestrielle – juillet à décembre 2013**

**REPORT RECOMMENDATION**

**That the Ottawa Public Library Board receive this report for information.**

**RECOMMANDATION DU RAPPORT**

**Que le Conseil d'administration prenne connaissance de ce rapport.**

**BACKGROUND**

The Ottawa Public Library (OPL) Performance Measurement Framework (PMF) was approved by the Board at its meeting of May 13, 2013. The framework utilizes a balanced scorecard approach with ten key performance indicators in four categories (see table 1).

The current framework is outcome (or results) based, focusing on strategic thought processes and analytical thinking to inform decision making and build an organizational culture of continuous improvement.

Table 1 – OPL Performance Measurement Framework

	Category	Key Performance Indicator (KPI)	Aligned with best- practice
1.	Customer Satisfaction	<ul style="list-style-type: none"> <li>• Cardholder Penetration</li> <li>• Circulation</li> <li>• Electronic Visits</li> </ul>	✓ ✓ ✓
2.	Employee Engagement / Development	<ul style="list-style-type: none"> <li>• Training Hours / Employee</li> <li>• Employee Turnover Rate</li> </ul>	✓
3.	Finance	<ul style="list-style-type: none"> <li>• Cost per Library Use</li> <li>• Cost per Capita</li> </ul>	✓ ✓
4.	Operational Effectiveness	<ul style="list-style-type: none"> <li>• Turnover Rate</li> <li>• Average Material Supply Time</li> <li>• Programs Fill Rate</li> </ul>	✓ ✓

Seven of the 10 Key Performance Indicators (KPI) selected by OPL align with those identified in *Scorecard for Results: A Guide to Developing a Library Balanced Scorecard*, with all four categories represented (see ✓ above).

Implementation of a balanced scorecard approach to the performance measurement framework is a best practice that is new to the OPL and its staff. The full implementation of this framework will be a gradual process that will develop with recurring measurement cycles. Over time, the development of the framework will benefit from accumulated data and a new awareness of trends. While circulation trends are visible in the existing measures, other KPI's will require additional measurement periods to establish trends, benchmarks, and targets. Future benchmarks and targets will be established in consultation with management teams, and by analysing trends over a three-year period.

Wherever possible, data is presented in a graphical manner. Data is collected through a variety of sources, including: OPL's integrated library system; SAP, the City's human resources/financial management system; and manual data gathering. In some cases,

measurement tools are still in development. These are noted accordingly in the following. In one instance, (i.e. Program Fill Rate), there is no historical information with which to compare results as this is a new measure to OPL.

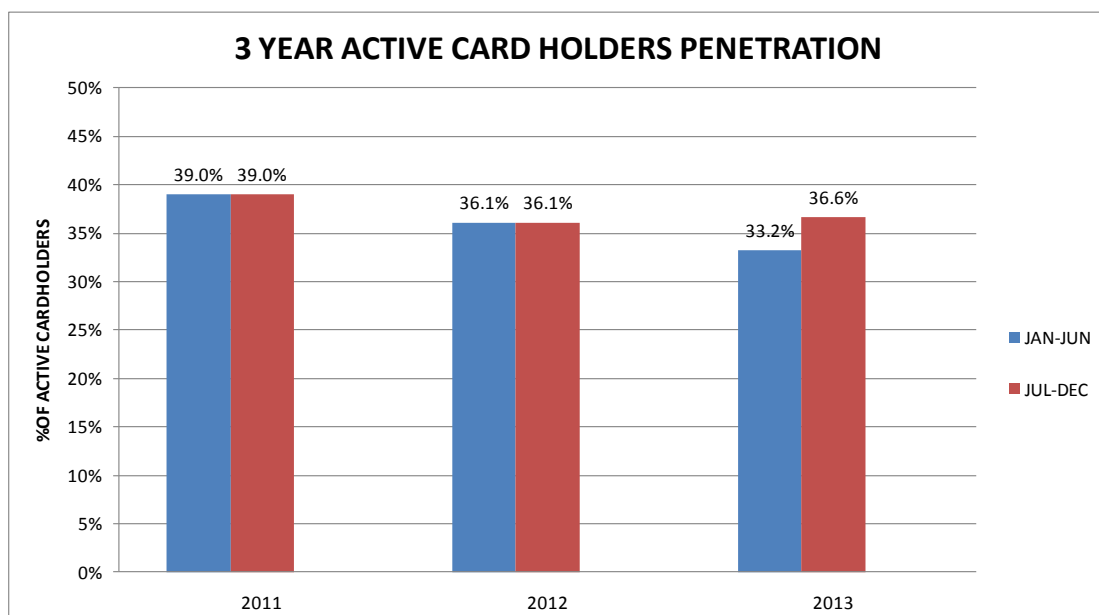
While the performance measurement framework provides a consistent, replicable method of measurement, it is flexible and may be adjusted over time. Further, it focuses primarily on ratios in order to take a more strategic view of performance when measuring the overall health of the organization.

The overall performance of the OPL in the last two quarters of 2013 was consistent with historical trends and is representative of results encountered in other library systems across Canada. Events influencing overall performance include a strong increase in downloadable media such as e-Books, increased wireless internet and database usage and a small decrease in overall circulation resulting from numerous branch improvement projects. These projects include the closure of the Beaverbrook branch while its expansion progressed, three periodic closures for the Alta Vista, Emerald Plaza, and Nepean CentrepoinTE locations during their conversion to Radio-Frequency Identification and Single Point of Service; and the temporary closure of the Metcalfe branch for site improvements.

## 1. Customer Satisfaction (CS)

Customer Satisfaction is gauged by three measures: Three-year Active Card Holder Penetration, Total Circulation, and Electronic Visits.

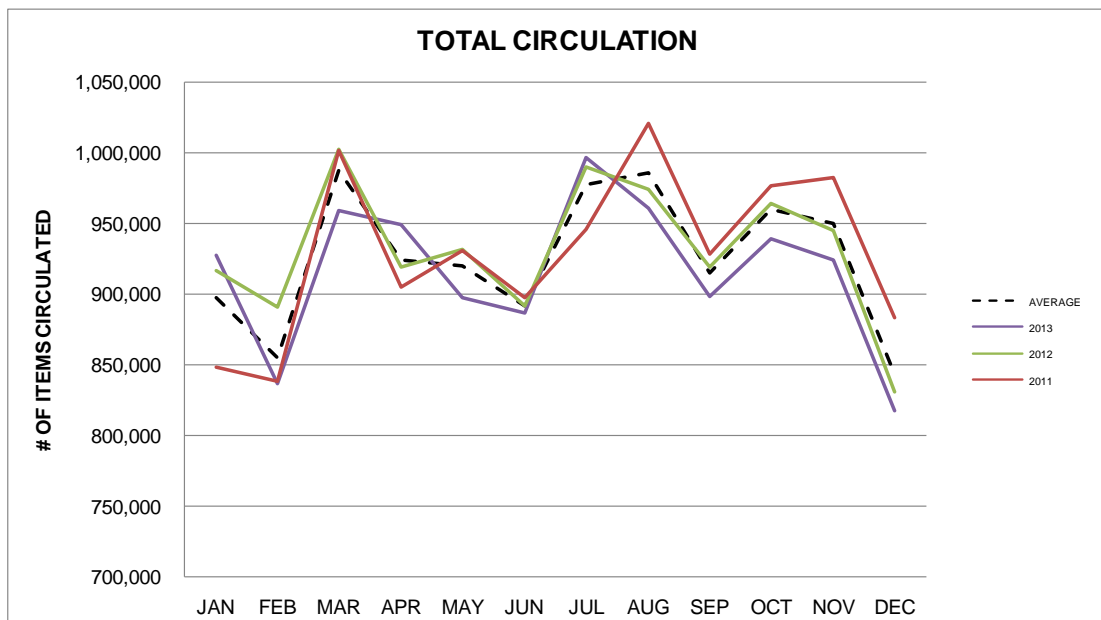
### CS 1. Cardholder Penetration



Cardholder penetration represents the number of active card holders in the last three years, divided by the city's population. An active card holder is defined as a customer, who during the last 3-years, updated their card; borrowed, renewed or returned library material; was issued and/or paid a fee or fine; reserved library material, computer, registered for a library program, or logged onto their account via the library's website. Population figures are provided by the City's Planning & Growth Management Department.

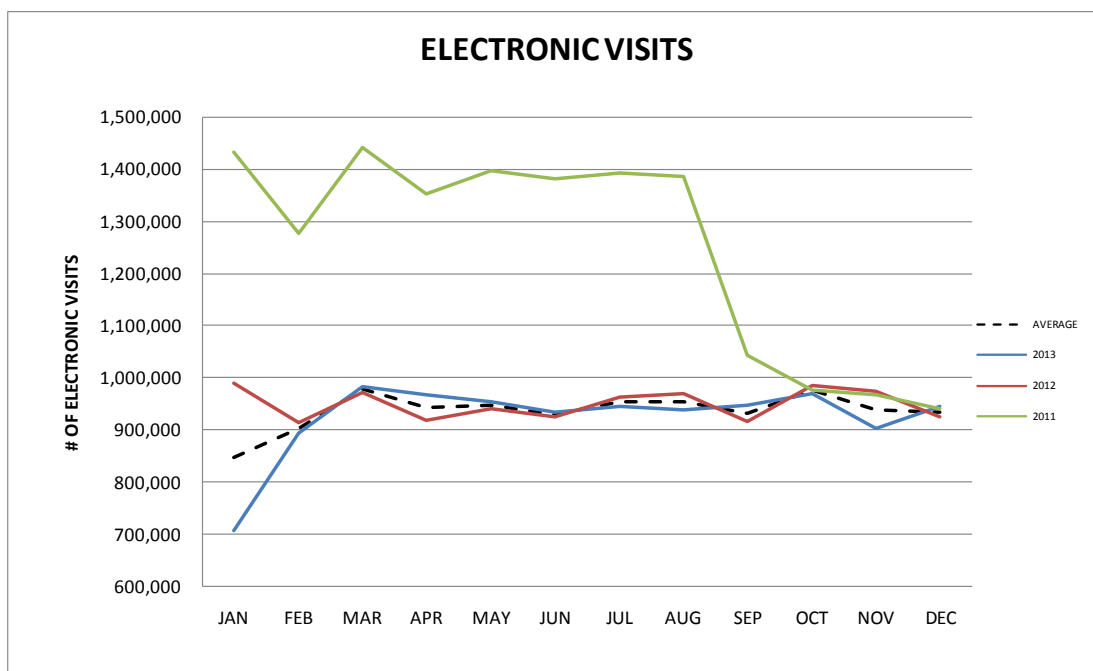
Between July and December 2013, OPL achieved a rate of 36.6%, a slight increase from the same period in 2012. This increase is attributed to innovative programming for children and teens (e.g. the introduction of the Teen Author Fest), focused adult programming (e.g. new author series), an increase in children's participation in the Summer Reading Club, and heightened awareness of the library, thanks to lasting impressions from the Imagine campaign.

## CS 2. Total Circulation



Total circulation encompasses first-time circulation, renewals, and digital downloads. Total circulation is a reflection of the ease with which customers can borrow materials, as well as the relevance of our collections in meeting our customers' wants and needs. The historical three-year trend shows that circulation patterns are seasonal with the greatest activity occurring late in the first quarter, during the summer months, and well into the autumn season following the beginning of the school year. The long-term closure of Beaverbrook and short-term closures at Alta Vista and Emerald Plaza account for much of the discrepancy between 2013 and previous year performance results.

### CS 3. Electronic Visits

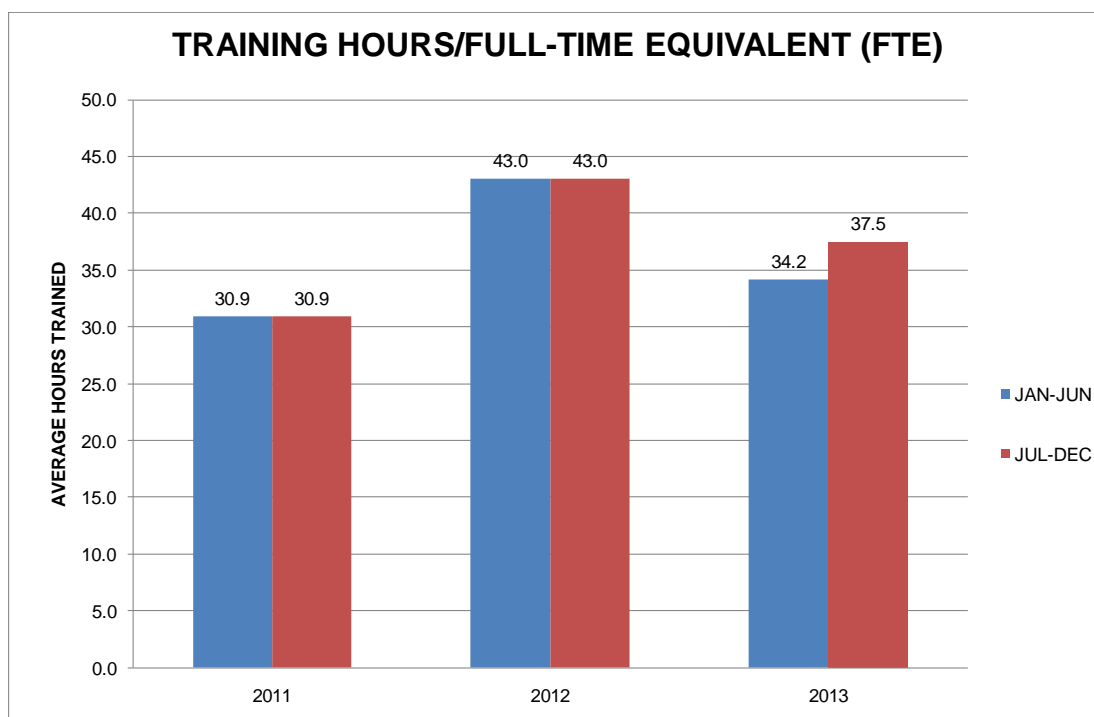


Electronic visits are counted when a customer accesses the library's website and databases through network or wireless means. 2011 is an anomalous year on the chart above. A software change to Windows 7 on catalogue PCs in late Q3 2011 impacted session handling and decreased the number of hits from these PCs. There are references to this anomaly in earlier performance measurement reports. In general, electronic visits have since stabilized and remain constant through 2012 and 2013. Further investigation confirms that external use of databases and websites continues to be an integral service channel and the library should continue to report stable electronic visit usage.

## 2. Employee Development and Engagement (EDE)

The OPL collects data for two key performance indicators that address employee development and engagement: Training Hours per Employee, and Employee Turnover Rate.

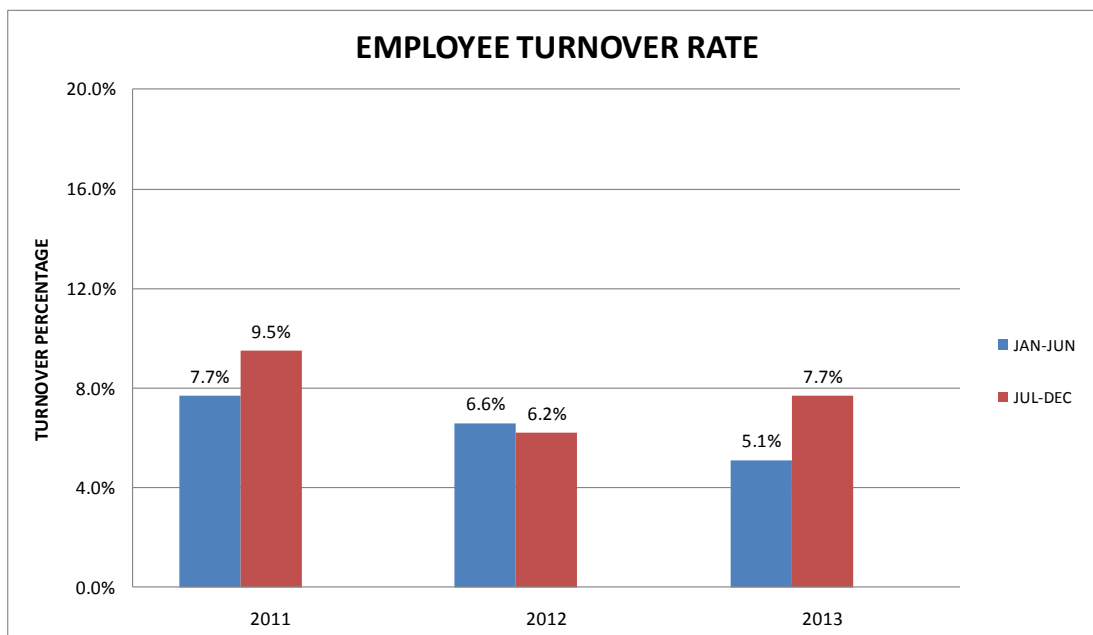
### EDE1. Training Hours per Full-time Equivalent



Training hours per employee represents the number of training hours offered during the measurement period divided by the number of full-time equivalents. Full-time equivalents (FTEs) is a figure that calculates the number of full-time, part-time, and casual employees, and represents these workers as a comparable of full-time employees. The number of FTEs is less than the head count (actual number of workers). Full-time equivalents are used instead of a head count in order to provide consistency across measurement periods. Training includes participation in online and in-class training programs offered by the OPL or the City of Ottawa. A full-time equivalent represents 1820 hours. Results in 2013 are down by 12.88% from 2012. The primary reason for this change is due to an increase in mandatory training in 2012 related to legislative obligations (e.g. changes to the Occupational Health and

Safety Act), as well as training on new electronic workflow processes (e.g. PCI compliance, e-Recruitment, and the Business Information Management System).

### Employee Turnover Rate



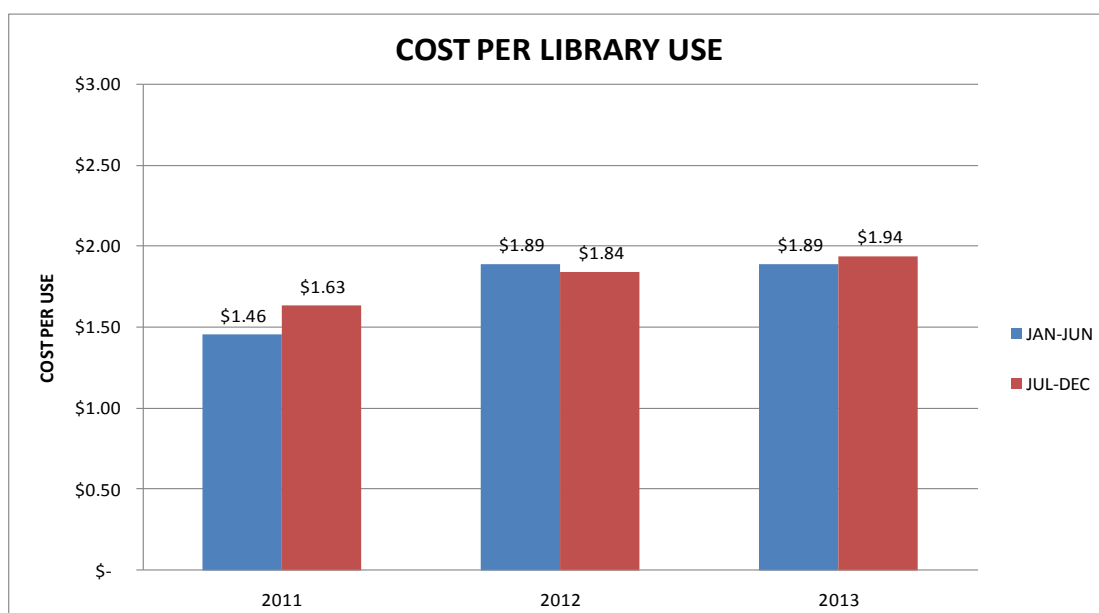
Employee turnover rates indicate the number of employees who left our organization over the course of the measurement period. The period July 1, 2013 to December 31, 2013 saw an increase in the number of people leaving OPL's employment. OPL is undergoing significant workplace change with new technologies being introduced and a new service culture rolling out. OPL also has an aging and a transient workforce (university students and high school students). It is normal for the OPL to have a 6% turnover rate, plus or minus 2%.



### 3. Finance (F)

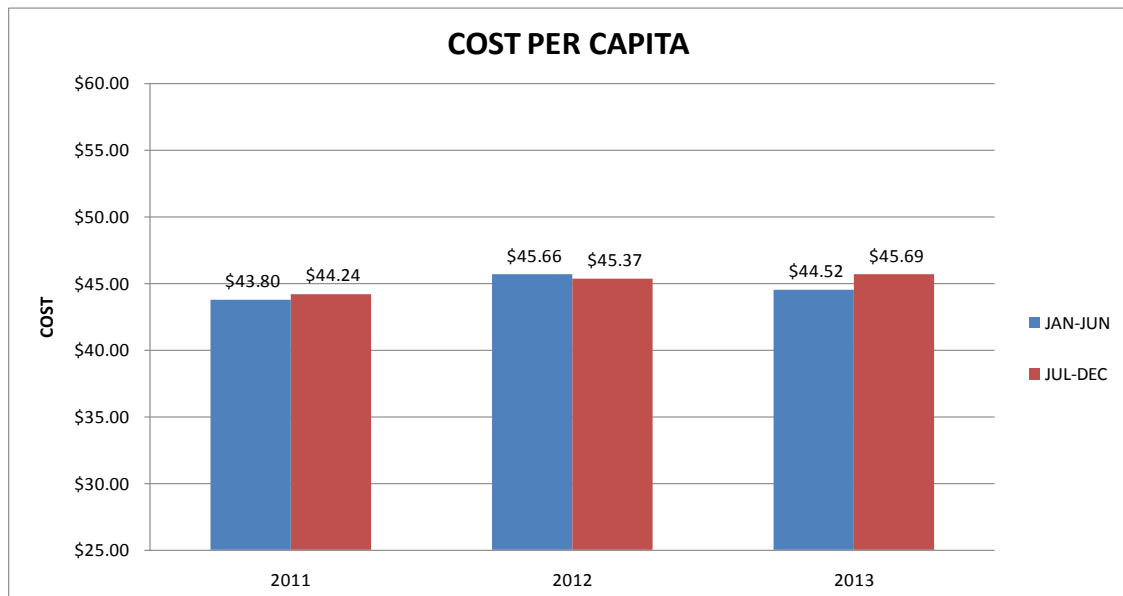
The organization's financial health is measured by the following two metrics: Operating Cost per Capita, and Operating Cost per Library Use. In these measures, cost is defined as all costs associated with the day-to-day operation of the OPL.

#### F.1 Operating Cost per Library Use



Cost per library use measures the ratio between operating costs divided by the total number of library uses during the measurement period. Library Uses comprises circulation, electronic downloads, program attendance, and electronic visits. This indicator provides a financial picture in terms of people using the library. For this measurement period, cost per use has increased slightly (5% from 2012 and 19% from 2011), due to a small reduction in total uses compared to increased costs associated with library materials, labour and other operational requirements. Reduction in use is consistent with the closures of the Alta Vista, Beaverbrook, Emerald Plaza, and Nepean CentrepoinTE branches, as well as reduced website visits starting in October, 2013.

## F.2 Operating Cost per Capita

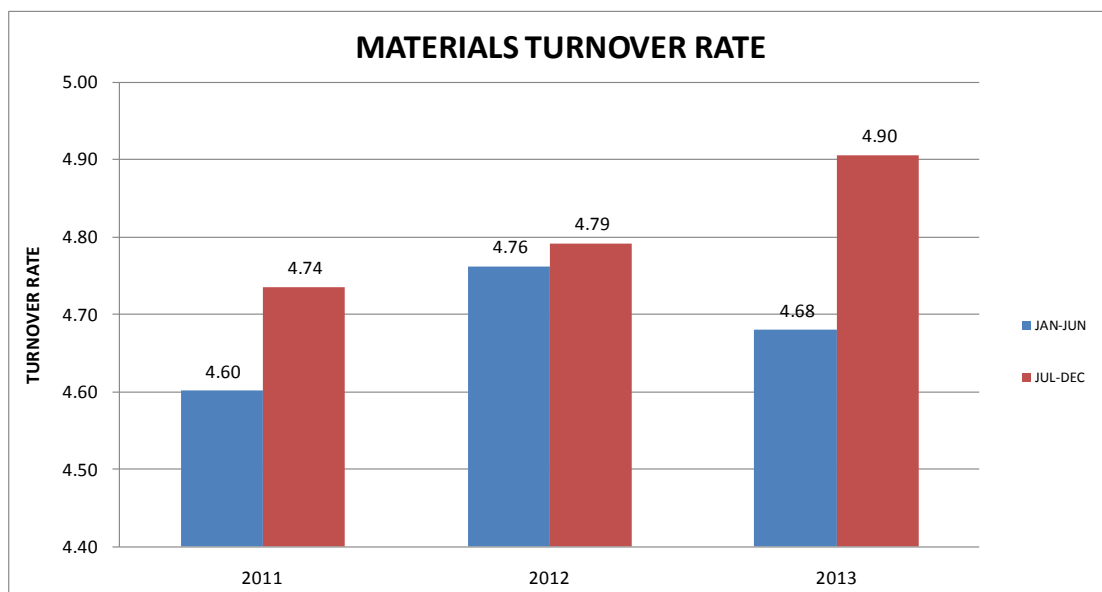


Operating cost per capita measures the ratio of total operating costs for the measurement period divided by the City's population. This measure shows the extent to which the operating budget is growing over time to meet an increased population, as well as demonstrates the extent to which operating expenditures are balanced over the year. The measure is also an indication of cost controls within OPL operations and portrays the relationship between population growth and budget, as well as operational activity patterns. The result for the period was \$45.69. This represents a 0.70% increase over 2012, and a 3.28% increase over 2011. In general, operating costs have remained constant despite an increase in population during this 3-year period.

#### 4. Operational Effectiveness (OE)

Operational Effectiveness is assessed using three measures: Materials Turnover Rate, Materials Average Supply Time, and Program Fill Rate.

##### OE.1 Materials Turnover Rate



Material turnover is calculated by dividing circulation figures for the measurement period by the number of items in the collection. A high turnover rate is indicative of a collection that is used frequently, with higher values generally signify effective selection of materials that are relevant to customers. The three-year trend shows that the second half of the year typically has a higher turnover, consistent with the increases in circulation during July and August months (as noted in the circulation measurement). Between July and December 2013 materials turnover increased by 2%, as compared to the same period in 2012.

## OE.2 Average Material Supply Time

Average materials supply time measures the average time it takes from the ordering of a physical item to when it is available for circulation. The measurement is not available for this measurement period review. The tracking of this measure requires specialized programming of OPL's Integrated Library System (ILS), with staff in Content Services and Technology Services working diligently with our ILS provider, Sirsi Dynix, to have this programming in place in time for the next measurement period.

## OE.3 Program Fill Rate

Program fill rate represents the number of people who attended a library program divided by the number of total spaces available. It does not include outreach initiatives or large-scale marquee events where pre-registration is not required. For the period of July 1, 2013 – December 31, 2013, OPL achieved an 80.36% fill rate. As this is a new measure for OPL, there is no comparative historical trend. Future semi-annual comparisons will help to establish a benchmark and target.

## CONSULTATION

There were no public or external consultations in preparation of this report.

## LEGAL IMPLICATIONS

There are no legal implications associated with this report.

## RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with this report.

## ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report

## TECHNOLOGY IMPACTS

There are no technology impacts as a result of this report.

## FINANCIAL IMPLICATIONS

There are no financial cost implications associated with this report.

## BOARD PRIORITIES

This report is in response to Report #5, Board Governance Review, November 19, 2012. Specifically in ref# 5 of the Governance Workshop Action Plan which states “Develop, with Board input as appropriate, improved indicators of organizational performance, including objectives and metrics that focus on output, outcomes and results, and incorporate these into a monitoring process, for Board review and approval as well as the Boards subsequent approval of the Ottawa Public Library Performance Measurement Framework in May, 2013.”

## SUPPORTING DOCUMENTATION

- Report #4, Board Governance Review, November 19, 2012
- Report #4, 2013 Performance Measurement Framework, March 18, 2013
- Report #3, 2013 Performance Measurement Framework Report 2, May 13, 2013
- Report #5, 2013 Performance Measurement Framework Follow Up, June 10, 2013

## DISPOSITION

Measurement activities commenced as of January 1, 2014 with a requirement to collect all necessary information as required by the PMF. The current measurement period, (Period 1, 2014) will close on June 30, 2014 with the next Performance Measurement report to be brought to the Board in October, 2014.