



September 24, 2009

Agenda Item 6.0: Model for Service

**TO: Sacramento Public Library Authority Board Members**

**FROM: Sarah Dentan, Branch Services Manager**

**RE: Implementation of new Model for Service**

**RECOMMENDED ACTION(S):**

1. **Acknowledge** implementation of Model for Service throughout 27 Library Branches.

**REASON FOR RECOMMENDATION**

Early in 2008, a staff workgroup was formed to develop a new Model for Service that better meets the needs of customers as well as recognizes the increasing use of the public library and the need to ensure that staff time is used most effectively. In September of 2008, the workgroup released a new Model for Service document, the intent of which is to free staff from rote tasks so that they can spend time working with customers at the point of need. Customer self-service is a key component of the program, particularly for routine activities such as checkout. Once the model was introduced, staff began implementation using a four-step process:

1. Model was presented to management and supervisory staff at regularly scheduled meetings.
2. Model was presented to branches individually by a trainer, who also led staff through the planning document.
3. Branch Supervisors developed branch-specific performance plans with staff input.
4. Branch Services Managers worked with Supervisors to fine-tune performance plans and set deadlines for deliverables.

The planning document (Attachment A) is separated into three key performance areas:

- Customers, focusing on customer service and encouraging self-service;
- Staff, focusing on training and development needs; and
- Environment, focusing on changes needed in the Library's infrastructure to address areas one and two.

Common deliverables in the area of Customer Service include setting expectations for greeting customers, wearing nametags or other indicators of staff status, and evaluating and adjusting staff schedules in light of customer usage patterns.

A deliverable common to all branches in the Staff area is a staff self-evaluation using the Model for Service training checklist (Attachment B); supervisors will



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work with staff to address established areas of need. These needs vary from location to location, and the Training department has developed a module that addresses a number of checklist items in a single session.

Environment, facility-related, deliverables have required cooperation with other departments, particularly Facilities and Information Technology. One improvement in all branches was the system-wide implementation of self-check machines, a key component of the Model for Service. Many branches have shifted furniture and collections to provide for better access in light of the Model for Service, and facility improvement projects at Rancho Cordova, Belle Cooledge, and Colonial Heights Libraries have been planned in this context as well. Other examples of enhanced services include library tours for new cardholders at the Elk Grove Library, a docent program at the South Natomas Library, and an ongoing "Staff Picks" display at the Colonial Heights Library.

All staff completed branch performance plans between May and July of 2009. Branch staff is therefore beginning the first quarterly review and assessment of the branch plans.

**ATTACHMENTS**

Attachment A: Model for Service Planning Sheet

Attachment B: Model for Service Training Checklist



**Model for Service Planning worksheet**

**Customers are our first priority**

Excellent customer service is provided consistently

*Goals should be specific and measurable.*

Goal	Date

**Staff is where the customers are**

*The underlying goal here is to maximize coverage when the library is the busiest. Goals here should be specific, but should not preclude flexibility.*

Goal	Date

**Staff will develop efficiencies**

*What will you let go? What can you simplify? What can you hand off to other people? This is an important part of the process, and you need to look at all your back-room processes with an eye toward streamlining.*

Goal	Date



## Model for Service Planning worksheet

Staff is trained, supported and confident

All staff will provide basic customer service

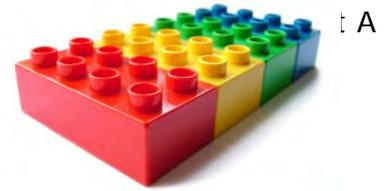
*The goal (all staff providing basic customer service) is outlined in the Model for Service and specific skills are outlined in a checklist. How will your staff build their skills?*

Goal	Date

All staff will empower customers to help themselves

*Again, the larger goal is stated. What smaller goals will you set to work towards this goal?*

Goal	Date



# Model for Service Planning worksheet

## The Library Environment

The library space is designed and configured to allow customers to use the library easily and with minimal staff assistance.

*What changes can you make in your environment to enable customers to better use the library?*

Goal	Date

The library is fun and inviting and encourages repeat visits.

*Take a look at your library through the customer's eyes. What changes will you implement to make things more inviting?*

Goal	Date

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## **Model for Service Planning worksheet**

### **Training checklist**

- Basic circulation
  - Check-in, out
  - Accept payments
  - Create library card
  
- Simple informational questions
  
- Directional questions
  
- Use the public catalog
  - Locate materials
  - Place holds
  - Link+
  
- Self-service
  - Self-check
  - Downloads
  - Requests
  - Renewals
  - Payments
  - Computer reservations
  
- Databases and other e-resources – what they are, how to access them
  
- Use of the SPL website
  - Events calendar
  - Book Bulletin
  
- PCs – reservations, printing
  
- Basic PC assistance (how do I open a file, where are resume templates)
  
- Save to an external storage device

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