

STAFFING ASSESSMENT SUMMARY

The following summary of conclusions and recommendations prepared by Jeanne Goodrich are the results of analyses using information provided from Library reports and from work forms (S forms) completed by Library staff members. As with any analysis, it can be only as accurate as the information provided.

STAFFING ALLOCATIONS & WORKLOADS

CONCLUSIONS

1. FWPL is at a median productivity level when viewed as a whole. However, substantial performance variations are found among facilities.
2. Circulation is the form of work that correlates most highly to the number of hours a facility is open. However, there is substantial variation among the branches that are open the same number of hours a week.
3. The correlation between workload and staffing varies depending upon the work being analyzed (e.g., circulation, reference, public services).
4. Staff allocations do not correlate with work measurements.
5. Central appears to have more staff than public service output measures warrant in comparison with the other facilities, regardless of the major work area.

RECOMMENDATIONS

1. Investigate the productive capacity of high-performance facilities to identify “best practices” that might be applied to other facilities.
2. Review the current basis for adding additional staff hours as circulation and other output measures increase.
3. Determine the output measurements that best reflect the major services that FWPL provides and rebalance staffing accordingly on a periodic basis.
4. Develop definitions for various measurements and train staff and managers so that data is collected accurately and uniformly and that meaningful comparisons can be made within the system and with other comparable library systems.
5. Determine the importance of measuring in-house and external circulation and determine what the broad ranges mean.
6. Determine the reasons for what appears to be relatively lower productivity of Central reference staff.

7. Determine and enunciate the role of the Central Library, both to the library system and to the citizens of Fort Worth.

JOB SPECIFICATIONS

CONCLUSIONS

1. Library job specifications reflect a traditional approach to both the content of customary Library jobs and to the drafting of such descriptions. This traditional approach focuses on routine job activities and duties of Library employees and does not place much emphasis on such job skills as problem-solving, development of electronic tools and databases, project development and management at all levels of the organization, self-management, collaborative problem analysis and decision-making, working constructively with other community organizations and agencies, and teaching and training various age groups.

RECOMMENDATIONS

1. Establish a calendar for regular review and updating of Library job specifications.
2. Participate in the regular review and updating of City specifications used by the Library.
3. Be proactive in shaping the duties and responsibilities of librarians, other professionals employed by the Library, and library supervisors and managers to reflect the knowledge, skills, abilities, and competencies needed by the Library to provide responsive service to the community and to implement the long range service plan.
4. Identify basic competencies needed by all Library employees and by basic job groupings.
5. Identify competencies required for activities, goals and objectives, and service priorities identified in the long range service plan.
6. Recruit, select, train and implement staff development activities in accordance with these competencies.

COMPENSATION LEVELS

CONCLUSIONS

1. The salary schedule used by the Library is part of the City of Fort Worth salary schedule and as such is driven by the compensation philosophies and study schedules of the City. Depending upon how and when positions are studied, compensation relationships can come out of balance.

RECOMMENDATIONS

1. Review relationships between and among various positions to ensure appropriate duties and responsibilities for each position and meaningful spreads between supervisory and subordinate positions.
2. Participate actively in the City's compensation review process to ensure that factor analysis and market pricing approaches calibrate with the Library's requirements and recruiting realities.
3. Maintain an awareness of pay levels of other City positions so that appropriate relationships can be established and maintained between Library positions and other City positions and among positions within the Library.
4. Review with City personnel specialists any classifications that show potential relationship and/or job content issues.

STAFF DEVELOPMENT

RECOMMENDATIONS

1. Assess staff training needs through a formal needs assessment process.
2. Develop a training plan based on the needs assessment and the skills and competencies identified as necessary to implement the Library's new strategic plan.
3. Obtain funding to implement the staff training plan.