Strategic Insights on Innovation

OLA Super Conference 2020

Freedom to Discover

hpl.ca
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
• Graduated University of Toronto – iSchool 1994
• 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
HPL Branches are Important Community Assets

Projects Completed last 2 Years

Projects Underway

Building not accessible, in need of a major renovation/rebuild

22 Branches & 2 Bookmobiles
## 2020 Operating Budget & Recent History

<table>
<thead>
<tr>
<th>Budget Year</th>
<th>Direction</th>
<th>Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2.0%</td>
<td>0.7%</td>
</tr>
<tr>
<td>2012</td>
<td>0.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>2013</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2014</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>2015</td>
<td>-----</td>
<td>1.5%</td>
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<td>2016</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>2017</td>
<td>1.8%</td>
<td>1.8%</td>
</tr>
<tr>
<td>2018</td>
<td>1.5%</td>
<td>1.8%</td>
</tr>
<tr>
<td>2019</td>
<td>-----</td>
<td>2.4%</td>
</tr>
<tr>
<td>2020</td>
<td>2.0%</td>
<td>2.5%*</td>
</tr>
</tbody>
</table>

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.**
Using **innovation** to meet current and emerging needs.
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
How do you get the resources to meet current & future challenges?

- 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 than 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 items, Place an item on hold for pick-up
- Access to DVD/CDs without 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/
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?

INNOVATE THE RIGHT PROBLEM AT THE RIGHT TIME

The Innovation Continuum

1. IMPOSSIBLE  2. IMPractical  3. POSSIBLE  4. EXPECTED  5. REQUIRED

WHEN DOES YOUR ORGANIZATION IMPLEMENT TECHNOLOGY?
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

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