Gaining Mindshare & Timeshare
WHY PEOPLE VISIT OUR LIBRARIES

SEMINAR ON PUBLIC LIBRARIES AND READING: 2-4 NOV 2005 BARCELONA, SPAIN

Ms Tay Ai Cheng
Senior Director, Public Library Services, NLB
SINGAPORE – BIRD’S EYE VIEW
QUICK FACTS ABOUT SINGAPORE

Total land area:
697.1 sq km.

Climate:
Equatorial climate, which is warm and humid all year round

Average daily maximum:
30.9°C

Average daily minimum:
23.9°C

Average daily relative humidity:
84.3%

Labour force:
2,183,300

Unemployment rate in 2004 (annual average):
4.0%
QUICK FACTS ABOUT SINGAPORE

Population
4.2 M (mind 2004 census) of which 3.4 M is resident

Population density:
6,004 persons per sq km

Population profile by race:
Chinese (76.2%); Malays (13.8%); Indians (8.3%); Others (1.7%).
Median age 35.3 yr

Singapore residents by age group (in years):
0-9 (13.15%), 10-19 (13.92%), 20-29 (13.60%), 30-39 (17.90%), 40-49 (18.14%),
50-59 (11.71%), 60-69 (6.35%), and 70 & over (4.96%)

Official languages:
English (language of administration), Chinese (Mandarin),
Malay (National language) and Tamil

Religions of those aged 15 years and over [Singapore Census of population 2000]:
Buddhism (42.5%); Taoism (8.5%); Islam (14.9%); Christianity (14.6%);
Hinduism (4.0%); Other religions (0.6%); No religion (14.8%)
NLB - The Learning Company

L2000 REPORT (1994)

To expand the learning capacity of the nation

To deliver a world-class library system that is convenient, accessible and useful to the people of Singapore

HUMAN RESOURCE

An adaptive public library system
A network of borderless libraries
Co-ordinated National Collection Strategy
Quality Services through Market Orientation
Symbiotic Linkages with Business & Community
Global Knowledge Arbitrage

TECHNOLOGY

MISSION

IMPOSSIBLE?

ORGANISATIONAL LEADERSHIP
The LIBRARIES: QUICK Facts

Something for everyone

National Reference Library

Regional Libraries

Community Libraries

CCLs  JCs  University

Government Libraries

Statutory Board Libraries

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Public Library Services
Public Library Services Group

Public Library Services Group
Senior Director

Public Library Services

PL Programmes & Events Management

Community Partnership & Outreach
Public Library Structure

Public Library Services

Services Management
- Adult/YP Services
- Children’s Services

Library Management
- Central Region
  - Regional Library
  - Community Libraries
  - Community Children’s Libraries
- Western Region
  - Regional Library
  - Community Libraries
  - Community Children’s Libraries
- Eastern Region
  - Regional Library
  - Community Libraries
  - Community Children’s Libraries
- Northern Region
  - Regional Library
  - Community Libraries
  - Community Children’s Libraries
Staff Strength

Total No. of staff in PLSG: 448
No. of staff in PLS: 365
Regional Libraries 3
Community Libraries 19
Community Children’s Libraries 18
National Library 1
School / Academic Libraries 12
Govt / Special Libraries 21

Total: 74
## The Library: Quick Facts

<table>
<thead>
<tr>
<th></th>
<th>Regional Library (RL)</th>
<th>Community Library</th>
<th>Community Children's Library</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Floor Area</strong></td>
<td>Av 10,000 sq m</td>
<td>Av 3-5,000 sq m (1.2-1.8 mall library)</td>
<td>Av 200-250 sq m</td>
</tr>
<tr>
<td><strong>Collection size</strong></td>
<td>av 400 –500 K</td>
<td>Av 250 K (stand alone) Av 150 K (mall)</td>
<td>Av 10K</td>
</tr>
<tr>
<td><strong>Loans</strong></td>
<td>Av 2M</td>
<td>Av 1.3-1.5 M (standalone) Av 1 M (mall)</td>
<td>Av 55K</td>
</tr>
<tr>
<td><strong>Visitorship</strong></td>
<td>Av 2-3 M</td>
<td>Av 1.1-1.8M (standalone) Av 1M</td>
<td>Av 28-30 K</td>
</tr>
<tr>
<td><strong>Enquiries</strong></td>
<td>Av 130-300K</td>
<td>Av 120 K (standalone) Av 60-80 K (mall)</td>
<td>Av 8 K</td>
</tr>
</tbody>
</table>

Membership: 1.8 M  Active Membership 1 M
Average time spent in shopping centres: 2 hrs

vs.

Average duration of visit to library: 30 mins

BUT

6 mins on digital library

21 m visits vs. 13.5 m cinema attendance (FY2000)

5,945 programmes or more in the Library (FY 2003)

354,127 participants spending 2 hrs
value segmentation

88% Casual Reader
84% Narrow Focused Learner

77% self-suppliers

Environmental Scanning, Civic Group Consultations, Focus Group Discussions, Customer Feedback

customer survey

79% career minded

66% Active Infoseeker

63% facilitators

33%

low motivation

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Walking Culture

Walking the Talk

Everyone in NLB, from the Library Assistant to the Chief Executive, contributes to work improvements and innovations through various platforms. One key differentiator of the NLB is its project-centric environment where staff feel comfortable and competent working in cross-disciplinary teams to create solutions and implement projects.
Managing For Results

Core Values - Desired Culture
- Commitment to Customer Service
- Working Together
- Passion for Learning
- Valuing the Community

Platforms
- Macro Mechanism
- Strategic & Corporate Planning
- People Development
  - Performance Management Programme
- Standardisation
  - Service Standards

Desired Practices & Behaviours

Employee Involvement

Strategies
- Create a culture of Open Communication, Working Together, and having a Passion for Learning, Provide Opportunities to Innovate.

Through
- Teamwork: Passion for Learning: Innovation: Communication

Linking Employee Participation to Organisational Goals

TNAPMPTTP

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Performance Management Programme

**PLANNING**
- Jointly set KRAs & ERs
- Identify training & development plans
- Discuss Support Needed

**MID YEAR REVIEW**
- Discuss Results achieved
- 2-way feedback
- Discuss changes required to KRAs
- Review progress of training & development plans

**ON-GOING COACHING**

**YEAR END REVIEW**
- Record results achieved
- 2-way feedback
- Discuss on performance and ratings
- Review training & development plans

**Reward & Recognition**

insideoutstrategy

staffmakeover

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THE PLACE ...
A Place for the People
books, programmes

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1 Library for every 200,000
The Irresistible Mall Attraction

having a library was more important to the residents (than having a cinema)...

it was an either-or situation

The Library Won Out

Straits Times 26 July 2000
Remaking the Library: Colourful & Vibrant Spaces
Niche Libraries:

library@ Orchard
Niche Libraries: library@ Esplanade
THE PROCESS...
The NLB must be doing something right to make people remember their brand name. Especially, in the way they have used technology for the convenience of its customers. (Monitor Group, 2005)
anytime.anywhere

RTB
Remote
Book
Drop

to information

TTI
to market

TTM
tome

to check-out

TTS

TTC

RFID@nlb
long lines. a scene from yesteryear
Easy-to-use Services:
Borrowing and Returning

- RFID check-out
  - No more queues
  - Almost instantaneous borrowing and returning

- RFID check-in
- RFID sorting

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Easy-to-use Services:
Checking Library Records & Payment

Borrower’s Enquiry Stations

Library e-Kiosks
Becoming a Library Member…

- Free registration and free lifetime library membership for all Singapore citizens

- One-time registration fee and free lifetime library membership for Permanent Residents

- Low joining fees for Foreigners:
  - Registration Fee - S$10.50
  - Annual Subscription Fee - S$10.50

- Self-service Membership Registration Kiosk: Become a library member in less than 5 minutes!
All-in-One kiosk replacing Three Self-service machines
Easy-to-use Services: Cybrarian (enquiry) Service

- Prototyped in 1998 with video cameras
- Customers did not want faces on screen
- 2002 version – made use of co-browsing software to provide real-time online demonstration
SERVICES & PROGRAMMES...
Services Offered at Public Libraries

Loan of library materials

Reader Advisory & Enquiry Service

Programmes -
Thematic, Lifestyle, info literacy
User education, reading campaigns etc

Outreach – class/school visits, roadshows etc
Embracing Diversity

Ang Mo Kio Community Library
Tamil Library Services

Tampines Regional Library
Chinese Library Services

Bedok Community Library
Malay Library Services

Multiracial, Multilingual
Lifestyle services:
Music posts

Woodlands Regional Library
Wireless dome
library@esplanade
Lifestyle services:
Programming Zone and Cafe
Library Programmes

• Reach out to the ‘heartlanders’, unserved, uninitiated

• Thematic Programmes

• FY2004: 5,000 programmes

• Attendance: 380,000
Programmes for all
we didn't stop with orchard

hip hop rulez!

rap elementz for 300 teens.library@orchard.mar 2003
NEVER TOO YOUNG

Since the Born To Read, Read To Bond programme was launched, 12,000 infants have been registered as library members.

By TEE HUN CHING

BOOK a date with your newborns.

Mr Raphael Lim, deputy director of family education at MCDS, says: “The programme will facilitate the preparation of children for primary school education and empower those already attending formal education to better manage their schoolwork.”

Setting time aside to read to your child also means the parents give, the physical closeness and the feeling of warmth and security will all contribute to the bonding process.

However, she cautions against forcing books on a child.

“It is unhealthy to force the learning of the alphabet and reading of words before a child is ready,” she says.

“I learnt that rather than putting her books beyond her reach, I should build a low shelf for her. After all, those books are meant for her.”

— Madam Nurisyah Hassan (left) on tips she gathered on how to set up her own library at home for her daughter Nur Atiqah Amriah, after attending talks organised by the NLB.

‘I LEARNT THAT RATHER THAN PUTTING HER BOOKS BEYOND HER REACH, I SHOULD BUILD A LOW SHELF FOR HER. AFTER ALL, THOSE BOOKS ARE MEANT FOR HER.’

— Madam Nurisyah Hassan (left) on tips she gathered on how to set up her own library at home for her daughter Nur Atiqah Amriah, after attending talks organised by the NLB.

23 July 2002
The Straits Times
PROMOTE READING AND LEARNING

kidsREAD

Objectives:
• Create a reading programme for children between ages of 4 to 8 in Singapore
• Promote love of reading among all young Singaporeans
• Enhance the quality of life of the children and their families

“Children have unlimited imaginations. Reading helps them discover new horizons. It sharpens yet blurs their boundaries for what is real and the impossible. It helps children to dream. I believe we need to encourage that in the young.”

- PM Lee Hsien Loong
speaking at the launch,
Woodlands Regional Library

• Collaborative effort by NLB with:
  • People Association
  • 5 self-help groups – AMP, Chinese Development Assistance Council, Eurasian Association, MENDAKI and SINDA
• Supported and sponsored for 3 years by:
  • Ministry of Community Development, Youth & Sports (MCYS)
  • Singapore Pools

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What is READ! Singapore?

This is a nation-wide initiative by The National Library Board (NLB) to promote the culture of reading. It was inspired by the success of similar initiatives in cities like Brisbane, Chicago, Houston and Seattle.

However, for READ! Singapore, the National Steering Committee, have selected 12 books, in 4 languages. Pick up any of these books and READ! Singapore.

Readers could then come together to have book discussions, whether in formal groups such as book clubs, reading clubs, literary societies, book discussion sessions in the libraries, schools, offices, book stores, coffee clubs, community clubs or simply get together with their families and friends at an informal social gatherings.

Visit the Companion Site at [http://readingsingapore.blogspot.com](http://readingsingapore.blogspot.com)

Why a Reading Initiative in Singapore?

A nation-wide, representative sample of 1,500 Singapore residents was interviewed for a survey conducted by The National Library Board (NLB) on "Readership and Learning Life styles of Singaporeans" in 2003. To most respondents, career development was the strongest motivation to learn and read, given the achievement-driven environment and competitive system in Singapore. Most of them read job-related or schoolwork-related materials and the two major impediments to reading were "no time" and "too tired".

However, the art of reading for leisure, literary appreciation or inculcation and transmission of traditional values, the ideal that well-read citizens are thinking citizens well prepared to serve the community and the country, will decline unless there is a massive, rejuvenation national effort to revive and promote the habit of
engaging the community
Targeted CSI for Customer Satisfaction Survey FY 2003

Overall Customer Satisfaction Index

Customer Satisfaction Index

Very Satisfied
Neutral

FY 1999 3.63
FY 2000 3.97
FY 2001 4.10
FY 2002 4.24
FY 2003 4.19

Benchmark of Excellence

very satisfied customers!

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THE NEXT LAP...
Changing Economy

**1994**
- 67.6% Professional, Management, Technical Jobs
- 32.4% Clerical, Sales, Production Labouring Jobs

(1/3 of total jobs available)

**2004**
- 57.4% Professional, Management, Technical Jobs
- 42.6% Clerical, Sales, Production Labouring Jobs

(45% of total jobs available)

**Educational Profile**

**1994**
- 41.9% Pre-Secondary
- 42.6% Secondary
- 15.5% Post-Secondary

**2004**
- 31.3% Pre-Secondary
- 36.9% Secondary
- 31.8% Post-Secondary
Singapore Society has new needs

- 1/3 of the working population have below secondary qualifications.
- 4/10 unemployed have below secondary education.
- It will take 20 years for the under-educated to reach retirement.

- Singaporeans need to be learning constantly.
- Access to information and knowledge should be easy, fast, and cheap.
- Social cohesion and equitable access to knowledge is critical.
Challenges Ahead...

Customer front:
• increasing customer expectations & demands
• saturation of public market / non-active members
• changing education system

Resources:
• resource constraints & poor economic climate
• greater scrutiny of public spending
• rapid ongoing changes in technology
NLB's Response

- Libraries for Life,
  Knowledge for Success
- Serving the Whole Community
- Play a Vital Role in Singapore’s Knowledge Team
What We Will Deliver

**PUBLIC LIBRARIES**
- Public Libraries as Social Learning Spaces
- Self-sustaining & Self-Renewing Learning Communities

**LIBRARY COMMUNITY**
- Supportive Environment for Library, Information and Knowledge Professionals

**NATIONAL LIBRARY**
- First Stop for Asian Content and Collection Services.
- Information and Knowledge Services Powering a Competitive Economy.
Library 2010

Learning Capacity Social Capital Knowledge Dividend
THANK YOU!
## NLB's Response
**Libraries for Life, Knowledge for Success**

<table>
<thead>
<tr>
<th>self-discovery</th>
<th>self-reliance</th>
<th>self-fulfilment</th>
<th>competitive edge</th>
</tr>
</thead>
<tbody>
<tr>
<td>YOUNG SINGAPOREANS</td>
<td>SENIOR CITIZENS</td>
<td>ADULTS</td>
<td>BUSINESS AND GOVERNMENT</td>
</tr>
<tr>
<td>-develop curiosity</td>
<td>-mental stimulation</td>
<td>-personal growth</td>
<td>-enhance competitiveness</td>
</tr>
<tr>
<td>-joy of discovery</td>
<td>-social engagement</td>
<td>-research and scholarship</td>
<td>-open possibilities</td>
</tr>
<tr>
<td>-love of learning</td>
<td>-productive leisure</td>
<td>-upgrading skills</td>
<td>-seizing opportunities</td>
</tr>
<tr>
<td>-pedagogies</td>
<td>-basic technical competency</td>
<td>-professional and career enhancement</td>
<td>-on-time information and intelligence</td>
</tr>
</tbody>
</table>

*Libraries for Life*

*Knowledge for Success*
NLB’s Response
Serving the Whole Community

Make technology more accessible to the disadvantaged and libraries more inclusive

Create social spaces for community learning, ownership and integration

Broaden programmes to meet individual aspirations

Make access to knowledge and information competitive and affordable

1. ETHNIC COMMUNITIES, & COMMUNITY ORGANISATIONS
2. FOREIGN COMPANIES, SMES & ENTREPRENEURS, BUSINESS ASSOCIATIONS
3. RESEARCH COMMUNITIES, GOVERNMENT POLICY RESEARCH
4. PEOPLE WITH DISABILITIES
5. UNEMPLOYED ADULTS, LOWER EDUCATED WORKERS, RETIREES
6. PARENTS, CARERS
7. PROFESSIONALS & PROFESSIONAL ASSOCIATIONS
NLB’s **Response**
Play a vital role in Singapore’s Knowledge Team

**LEAD ROLE**
- Architect
  - Design & orchestrate
- Builder
  - Establish & operate
  - Outsource or divest
- Catalyst
  - Initiate & advocate

**SUPPORT ROLE**
- Partner
  - Work with others in the knowledge team for mutual benefit.
- Complementor
  - Actively fill perceived gaps.
- Facilitator
  - Facilitate & accommodate other learning and knowledge activities.

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Performance of NLB- Overall CSI

Overall Customer Satisfaction Index

Customer Satisfaction Index

Neutral

Very Satisfied


3.63  3.97  4.10  4.24  4.19  4.34

Targeted CSI for CSS FY 2004

Benchmark of Excellence

* Difference significant at p<0.05 (+0.02)

Note: Analysis is based on all library users, N=3502