

## Project 6 Changing Capability and Culture

NSLA Libraries want to ensure the evolution of our culture reflects the way people want to interact with our content and services. We need to be agile, open, flexible and responsive, and let go of our traditional role as gatekeeper to deliver what our users require and desire. Our new culture will support innovation, exploration and emerging technologies to meet these needs.

We are putting people at the centre of our services and focusing on making our content available to all. Our users want to be independent to access professional expertise only when and if it is required. Access to our services must be at the point of need. We have to liberate our expertise to enable everyone to create and organise digital content, and focus on participating in community outreach programs and shared services.

Users value welcoming community spaces and require our libraries to provide physical spaces for the many purposes for which our customers use us.

To ensure our culture evolves to meet user needs, maintain relevance and anticipate the new ways our users wish to interact with us, NSLA Libraries will focus on the **further** development of specific attributes and capabilities within our organizations.

**Agility** is about ability to embrace change. Agile staff members can cope well with change and changing priorities, show an open attitude and embrace better ways of working. An open attitude includes a learning orientation with motivation and the ability to acquire new skills and new information.

Staff will have a strong **Customer Focus** and recognize customers as an informed resource and an intelligent shaper of collections, services and intellectual capital. Staff concentration on internal views and 'collection mindsets' will move to focus on our users and equipping them to become as independent as possible. Staff will work in multi-functional teams towards shared goals that deliver the right results for customers.

**Professionalism** will strengthen all our work. Staff will be accountable for their work, which will be results and outcome focused. Staff will employ measurements, analysis and evaluation using relevant performance measures to ensure the right results for customers. Staff will demonstrate self-awareness and a commitment to personal and professional development, including business and management practices. Leaders will empower their staff, motivating staff to achieve their best through mentoring and coaching, and building trust.

**Innovation** is about staff having courage to take the calculated risks. Innovative staff experiment with different approaches and emerging technologies, and have inquiring minds that question the way things are, recognizing differences and building trust. Staff will willingly explore ideas with others and listen to contrary positions. Staff will be technologically 'savvy' and keep pace with developments.

**Sustainability** is about maintaining the impetus to meet users' needs and continuing relevance. Staff will integrate changes organization wide whilst addressing local needs, in alignment with the strategic drivers. The continuous acquisition and application of new skills and new technologies will be matched with consistent review of the right solutions for our customers.

To develop the specific attributes and capabilities within our organizations we have five strategies that all encompass the five elements above:

1. We will investigate and develop workforce plans and succession planning models, including identifying successful case studies within our industry and elsewhere. (Focus on organizational structures, position descriptions, change management)
2. We will build support mechanisms to assist staff in identifying, learning about, exploring, sharing and exploiting emerging trends and technologies to meet and anticipate service needs. (Focus on communication, sharing and collaboration)
3. We will create skill sets, roles and structures to match the growing and changing needs of the information management sector and the digital environment, including the development of training designs and the exploration of external partnerships. (Focus on training and development)
4. We will empower staff by mentoring, coaching and assessing staff. We will expose staff to new opportunities, new ideas and appropriate professional development. (Focus on performance management, development, project management, virtual team approach, mentoring/buddying)
5. We will creatively adapt our physical spaces to provide the best solutions for our customers. (Focus on best and optimum layouts and services)

We share a commonality of purpose and commitment to change but each of us operates within a different local environment that may limit our work together. The level of collaborative engagement by NSLA libraries will vary across the five strategies as we recognize each library's current priorities and context.

A framework for collaboration will be used to allow members to decide and record which of the five Project 6 strategies they wish to work on with other members, through an opt-in/opt-out model according to needs and capacity.

The three levels of collaboration would be:

- Full collaboration - commitment to developing and carrying out work packages
- Desired collaboration – able to provide useful comment and critique content
- Exempted – to be kept informed, provide a watching brief