

Re-imagining library services

Strategic plan

National & State
Libraries Australasia



Project Mandate

Project 6 Changing Capability and Culture

Version 1.0

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NSLA Approved YES/NO

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Lead Agency

Who is responsible for the sponsorship and delivery of the project?

State Library of South Australia
Project Sponsor – Alan Smith
Project Manager – Sue Lewis

General Scope of Project

Outline and general description of the project, including general drivers, subject focus, and project components.

We will create a culture that encourages innovation, exploration and agility.

Easy access to digital collections is inevitably driving changes in the roles of staff and the mix of expertise employed in our libraries. No job will be unchanged. We will do some things differently, we will strive to do some things better, and some things we have always done we will no longer do.

As we enable people to create, re-use and organise digital content themselves, our expertise will change and move towards further developing information technology, digital content and metadata services; enhancing content; and, participating in community outreach programs and shared service frameworks.

The use and appreciation of our buildings as public space is growing while information-seeking moves more towards digital services. We will review staffing and role structures to provide welcoming community spaces with information services available when they are needed.

To develop specific attributes and capabilities within our organizations we have five strategies that all encompass the five elements of agility, customer focus, professionalism, innovation and sustainability:

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)

Approach

Approach to leadership, i.e. single lead agency, co-lead agencies.

Approach to project delivery – i.e. consultancy, pilot implementation, etc.

This project is being led by the State Library of South Australia, in collaboration with the Project Group as representatives of the other NSLA libraries.

The identification of five strategies within the project promotes the ability for different NSLA libraries to lead the development of a particular strategy in alignment with their own organisational priorities. In this way the heavy and complex workload related to Project 6 can be readily shared.

NSLA libraries 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

Timeline

Outline of project timeline, identifying stages such as Investigation and Implementation.

Timeline outlined is indicative only:

Project scope refinement: June – August 2009

Scoping of project strategies and deliverables: September - November 2009

Investigation Phase: November 2009 – March 2010

Delivery Phase: April – August 2010

Deliverables

High-level description of deliverables.

Framework for organisational design

1. We will investigate and develop workforce plans and succession planning models, including identifying successful case studies within our industry and elsewhere.
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.

4. We will empower staff by mentoring, coaching and assessing staff. We will expose staff to new opportunities, new ideas and appropriate professional development.
5. We will creatively adapt our physical spaces to provide the best solutions for our customers.

Building innovation

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.
4. We will empower staff by mentoring, coaching and assessing staff. We will expose staff to new opportunities, new ideas and appropriate professional development.

Project 6 strategies and critical focus areas

Project 6 Strategies	1. We will investigate and develop workforce plans and succession planning model, including identifying successful case studies within our industry and elsewhere.	2. We will build mechanisms to assist staff in identifying, learning about, exploring, sharing and exploiting emerging trends and technologies to meet and anticipate service needs.	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.	4. We will empower staff by mentoring, coaching and assessing staff. We will expose staff to new opportunities, new ideas and appropriate professional development.	5. We will creatively adapt our physical spaces to provide the best solutions for our customers.
Focus areas (all will included literature reviews)	Review of organizational structures	Consider communication channels	Development and distribution of training packages for NSLA staff	Review of performance management practices	Describing optimum and best layouts for customers
	Development of generic position description components for sector	Collaborating on shared projects such as access to genealogy online	Consider models for staff exchanges	Use of virtual team approach	Describing optimum and best layouts for collections
	Review of current change management practices		Engage with tertiary sector in the development and delivery of library and archives programs	Development of mentoring/buddying models for knowledge sharing	Describing optimum and best layouts for services
	Describing examples of good HR practices that work		Work with ALIA on accreditation and staff development programs		Describing optimum and best layouts for staff
	Review other plans and models		Identify informal strategies across NSLA for leadership development		Describing optimum and best layouts for equipment

Relationships with other Projects

List other projects that may be interdependent.

Project 6 is strongly related to all the Re-imagining Library Services Projects. The table below illustrates some of the potential deliverables in other projects that relate to Project 6.

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1 – Do it Now			Copyright training and awareness		Wireless service delivery
2 – Open Borders			Skills development re Open URL		
3 – Virtual reference	Use/distribute of staff in Reference Services	Development of technology savvy staff	Staff training in delivery of new VR business models		Review of onsite information services
4 – Delivery	Changes to Delivery roles/processes		Staff training in delivery of new Delivery business models		
5 – Community Created Content		Development of staff re exploiting community content opportunities	Staff training in delivery of new CCC models		
7 – Collaborative Collections		Cross NSLA Subject specialisation collaboration			
8 – Flexible Cataloguing	Changes to Cataloguing, Processing and Curatorial roles		Training in new cataloguing & processing methods/tools		
9 – Scaling up		Exploration of	Training / research into		

digitisation		digitisation standards, innovations and trends	digital curation and lifecycles		
10 – Connecting and Discovering Content			Skills development re pushing content to external services		