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How do continuing professional development programmes contribute to workplace literacy? Successful frameworks at Singapore Management University (SMU) Libraries

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How do Continuing Professional Development Programmes Contribute to Workplace Literacy?

Successful Frameworks at Singapore Management University (SMU) Libraries

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VUCA World

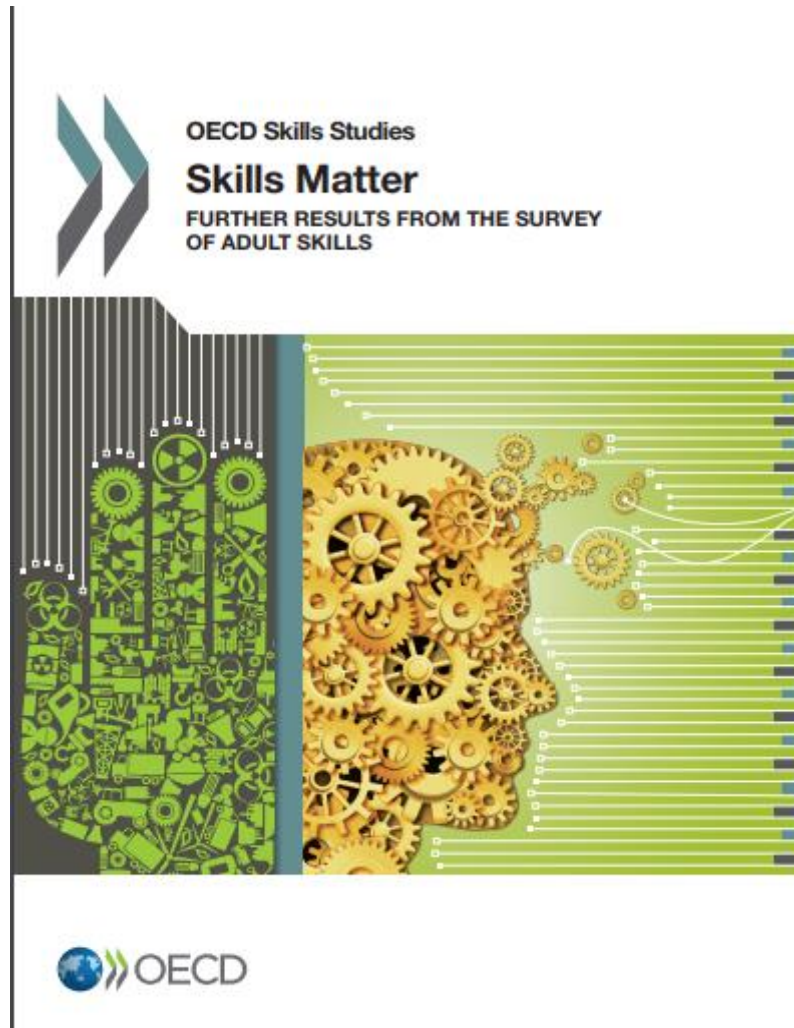
- Volatile, Uncertain, Complex and Ambiguous
- Global Agenda: Lifelong Learning
- Learning as a 'pre-fix' is in vogue
- Workplace Literacy: Skills



January 14 2017 Special Report

Image source: <http://www.economist.com/printedition/2017-01-14>

OECD: Skills Matter



<http://www.oecd.org/skills/piaac/publications.htm>

Our Passion, Our Commitment, Your Advantage

Executive Summary

“The capacity to manage information and solve problems using computers is becoming a necessity as ICT applications permeate the workplace, the classroom and lecture hall, the home, and social interaction more generally.

The Survey of Adult Skills, a product of the OECD Programme for the International Assessment of Adult Competencies (PIAAC), was designed to measure adults’ proficiency in several key information-processing skills, namely literacy, numeracy and problem solving in technology-rich environments.

Adults who are highly proficient in the skills measured by the survey are likely to be able to make the most of the opportunities created by the technological and structural changes modern societies are going through.

Those who struggle to use new technologies are at greater risk of losing out.”

[page 17]

The Clarion Call

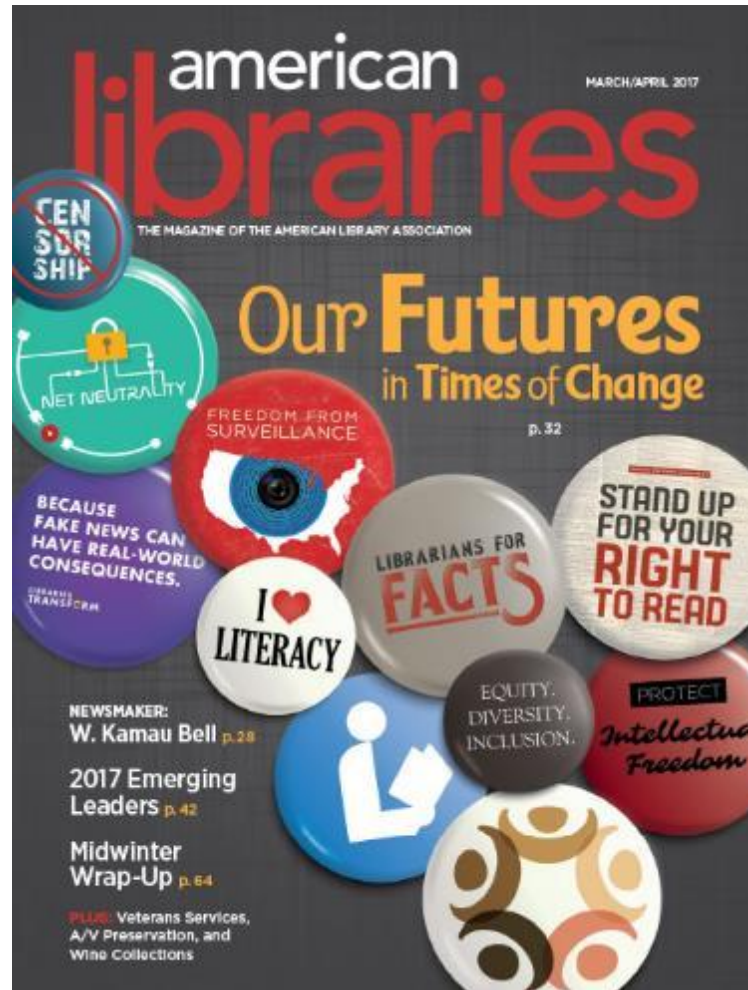


Image source: <https://americanlibrariesmagazine.org/magazine/issues/marchapril-2017/>

Our Passion, Our Commitment, Your Advantage




Libraries

The National Agenda: The Workplace



SKILLSfuture

What's your #SkillsFutureStory?

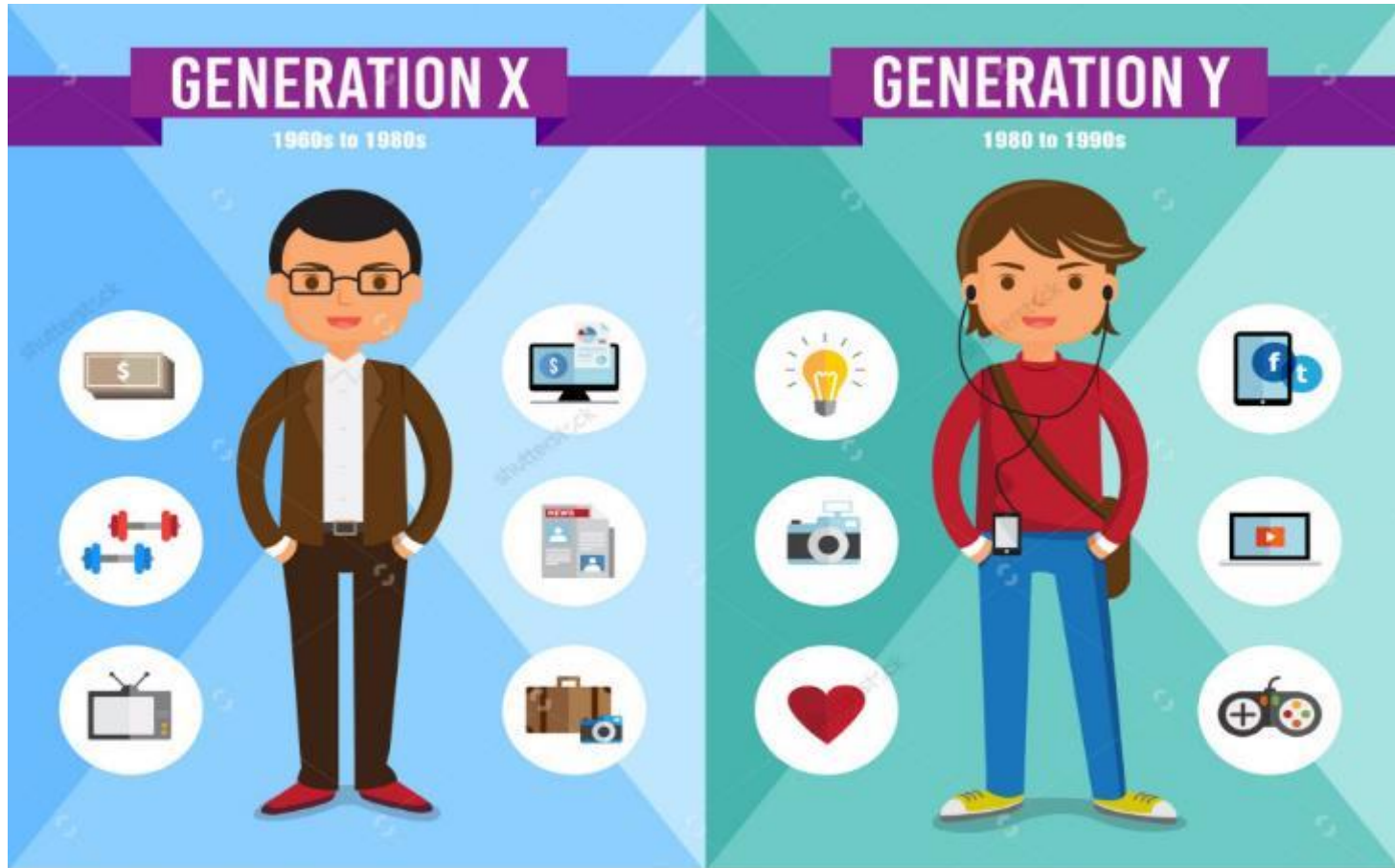
SHARE YOUR STORY 

FIND YOUR INSPIRATION

What Is SkillsFuture?

SkillsFuture is a national movement to enable all Singaporeans to develop to their fullest potential, as well as realise their aspirations by taking advantage of a wide range of opportunities.

Intergenerational Workplace



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Image Source: <http://www.bus-barometer.com/hrm/files/2015/10/generation-x-generation-y-cartoon-character-287741636-945x714.jpg>

SMU 'L-suite' of Teaching Methods

Educational Context



**Interactive
Pedagogy:
Seminar-
style**

**Experiential
Learning:
SMU-X**

**Technology
Enhanced Learning**

Case-based Learning

Harvard Business

School: <http://www.hbs.edu/mba/academic-experience/Pages/the-hbs-case-method.aspx>

Game-based Learning

CTE'S Pedagogy Projects: <http://cte.smu.edu.sg/projects>

Blended Learning

Garrison, D. R., & Vaughan, N. D. (2008). *Blended learning in higher education: Framework, principles, and guidelines*. John Wiley & Sons.

Blended learning is a pedagogical approach that combines the effectiveness and **socialization** opportunities of the classroom with the technologically enhanced active learning possibilities of the **online environment** (Dziuban, Hartman, and Moskal, 2004)

2016 © Copyright | Singapore Management University | Centre for Teaching Excellence

Image Source: Lew, M. 2016. SMU's Teaching Methods: Sharing by Centre for Teaching Excellence

Our Passion, Our Commitment, Your Advantage

SMU LIBRARIES STRATEGIC PLAN 2016 – 2018



Libraries

**OUR PASSION,
OUR COMMITMENT,
YOUR ADVANTAGE**

VISION To be a leading research library providing ubiquitous access to information using innovative strategies to drive intellectual exchange and the creation of knowledge.

MISSION The Library's mission is to enable a culture of life-long learning through collaboration, engagement and outreach. It aims to provide seamless access to information using innovative and leading edge technology. The Library is committed to delivering exceptional services and building dynamic relationships within the SMU community and beyond.

CORE VALUES • Respect • Accountability • Passion • Professionalism

SERVICES

Deliver high-quality, customer-focused services to support and synergize teaching, learning and research.

CULTURE OF ASSESSMENT

To enhance a culture of assessment in order to meet the needs of our community.

SPACE

Foster a safe space that enriches and embodies the SMU experience.

COMMUNICATION

Promote a dynamic communication with community, while enhancing engagement with stakeholders through outreach programmes.

COMMUNITY

To be recognized as an integral part of the research, teaching and learning ecology of our community.

TALENT MANAGEMENT

Nurture an engaged and highly skilled team that excels in a dynamic global environment.



LIBRARY PERFORMANCE METRICS

1. Satisfaction with the Library's research and learning services
2. Learning through information literacy skills for lifelong learning
3. Quality of relevant services and usage of resources that contributes to SMU's vision
4. Engagement with faculty and postgraduate students in research activities
5. Availability of SMU scholarly publications
6. Library staff learning and development activities
7. Library staff engagement
8. Community engagement within and outside SMU

Hook & Alignment

- 22 Professional Librarians; 17 para-professionals
- Vision
- Mission
- Core Values
- Areas of Focus
- Library Performance Metrics

Image Source: <https://www.smu.edu.sg/sites/default/files/library/SMULibStratPlan2016.jpg>

Our Passion, Our Commitment, Your Advantage



Libraries

Talent Management Strategy



- Libraries and Librarianship in Transition: “New Librarianship” workflows > service > ubiquitous technology
- Response to Employee/Staff Engagement Survey follow up to Attract, Recruit, Retain, Develop, Deploy and Reward staff > create a pipeline > career path > succession planning.
- FutureSkills (future proofing) – portable, upskilling staff, adaptable and flexible workforce.
- Framework > informs the library’s staff development policy.

Marcum (2015) “Talent Management for Academic Libraries”.
Issue Brief. Ithaka S+R

Learning Development Framework

To: LPT

Learning Framework: 2017



- 1 The Library's Staff Development Policy is aligned to the library's strategic plan and details the scope and processes that allows all staff to have access to learning and development opportunities at the Li Ka Shing Library.
- 2 Individual staff discuss their Learning Development Plan with their respective Reporting Officers [ROs] during the PA goal setting period.
- 3 The Staff Training Budget allocated by HR will be used for Learning and Development programmes.
- 4 Staff are encouraged to share and transfer their learning at different platforms.
- 5 Building on the Library's CORE values of Respect, Accountability, Passion and Professionalism, the focus for 2017 will be on building a solid infrastructure:
 - o *Supporting the University's Vision 2025 of being a Great University*
 - o *Communicating and Implementing the New Strategic Plan*
 - o *New Law Library*
 - o *Talent Management: The Tools, Knowledge and Resources*
 - o *Storytelling*

Compendium of Programmes

Name of Programme/Activity	When	Notes
Continuous Process Improvement	Ad Hoc	Green Belt Training, Focus Groups, OBI, Problem Solving Webinars, Talks, Readings, Discussions, Evidences
Learning Circle	Monthly	9 events. Current Committee Members: Rajen [Chair], Kai Leong, Nur, Devi, Pin Pin and Jiaxin [ex officio]
A Day In the Life Of...	February	Immersion Programme in collaboration with NUS, NTU, SIM, NIE and SMU. 2015/6 participants: Hwee Ming, Erlyna and Redz
Learning Week: Refresh	July	Series of in-house training on selected topics branded as "Getting Ready for Term 1". 3 rd Week July
Leadership Training	May	Aurora Leadership Institute or Equivalent SMU's Leadership Programmes
SMU-wide Seminars and Workshops	All year	Attendance at programmes, seminars, talks and workshops organized by Schools. Centres and Institutes including Library-events.
Conferences and Specialist Meetings	All year	Refer to Conference Policy [Local, Regional and International] [Participation either as a presenter or member of specialist group]
Visits and Study Tours	All year	Local, Regional, International Libraries for best practices
Vendor Training	Ad Hoc	Product Updates and Enhancements. Co-ordinated with Electronic Resource Librarian and Research Librarians
Team Building	Last ¼	Off-site
Internship	July - Sept	2 Students from NTU's LIS Programme or equivalent [focus on ASEAN countries]
Attachment Programme	Ad hoc	Requests from other libraries for short term study of best practices
Shadowing	Ad Hoc	Identified staff are rostered to understudy different services e.g. Single Desk
Coaching and Mentoring	Ad Hoc	Identified staff mentor someone from another department
Professional Qualifications	Annual	MLIS Programme or Library Certificate Courses e.g. WDA or LAS [Distance Learning: San Jose [Shameem], Curtin [Melody]; NTU [Current: Veronica, Jennifer]
Professional Associations	All year	Attend LAS and other related associations events
Online Learning	All Year	Webinars, eLearning

Case Study 1

Learning Circle

[Acknowledgement: Low Jiaxin for Survey Results Data]

Case Study 1: Learning Circle

Learning Circle Charter (LC)

Purpose

Aligned to the Library's Staff Development and Training Policy, the Learning Circle (LC) is committed to the provision of ongoing professional development and training to all staff to achieve the goals of Library and the University. Learning Circle is a programme within the annual Learning Framework which comprise of staff learning, training and development activities identified for the year. All staff attend and participate in Learning Circle activities.

Scope

The scope of Learning Circle is to:

- **Provide Quality Programmes** – To offer a range and mix of activities that include staff conference sharing; SMU Faculty/Department presentations and talks; Learning Journeys and Webinars amongst others
- **Gather Feedback** – To gather annual feedback through surveys on the quality and usefulness of programmes and share it at appropriate platforms
- **Provide Resource Requirements** – To prepare an annual proposal detailing budget and other resource requirements for activities planned for approval by LPT

Operating Principles

- Meetings are held once a month at an agreed time and venue with members
- Minute-taking is rotated amongst team members
- Minutes will be made available to Library staff in the Library Shared folder: Library > Minutes of Meeting > LC Minutes
- Emails will be used for communication and regular updates will be provided during staff meetings
- Meetings are facilitated by the Chair, Learning Circle

Case Study 1: Learning Circle



Month	Activity	Description
Mar	Conference Sharing	Staff will present key learning points and areas of benefit for SMU Libraries during conference attendances or meeting and committee representations. Coverage: Dec/Jan - Mar
Apr	Faculty Sharing	Identified Faculty indulge staff in their research areas or subjects covering topics of mutual interest e.g. Analytics
May	Librarianship	Staff will learn about visual representation of data in the form of infographics. Nur and Aaron will introduce a few tools to create infographics and the respective pros and cons of each.
Jun [PM]	Learning Journey	Journey behind the scenes of understanding the curation and conservation of cultural artefacts: A Visit to the Heritage Conservation Centre @ Jurong
Jul	Conference Sharing	Staff will present key learning points and areas of benefit for SMU Libraries during conference attendances or meeting and committee representations. Coverage: Apr- Jun
Aug	Knowing You; Knowing Me	Sharing with identified Centres & Institutes e.g. CMP, or Career, Wellness Centre. Using a discussion forum style, staff will engage each other to help increase the understanding of each other's roles and functions.
Sept	Faculty Sharing	Identified Faculty indulge staff in their research areas or subjects covering topics of mutual interest e.g. Customer Service
Oct	Conference Sharing	Staff will present key learning points and areas of benefit for SMU Libraries during conference attendances or meeting and committee representations. Coverage: Apr - Aug
Nov	SMU CCAs	The ABCs of Students Clubs and Societies will be showcased in this session. E.g. School-based Clubs e.g. Bondue and CCA clubs e.g. Literati etc. Possibilities for collaboration and engagement will be explored. This will be fronted by OSL.
Dec	Conference Sharing	Staff will present key learning points and areas of benefit for SMU Libraries during conference attendances or meeting and committee representations. Coverage: Sept - Nov
Dec	NIL	

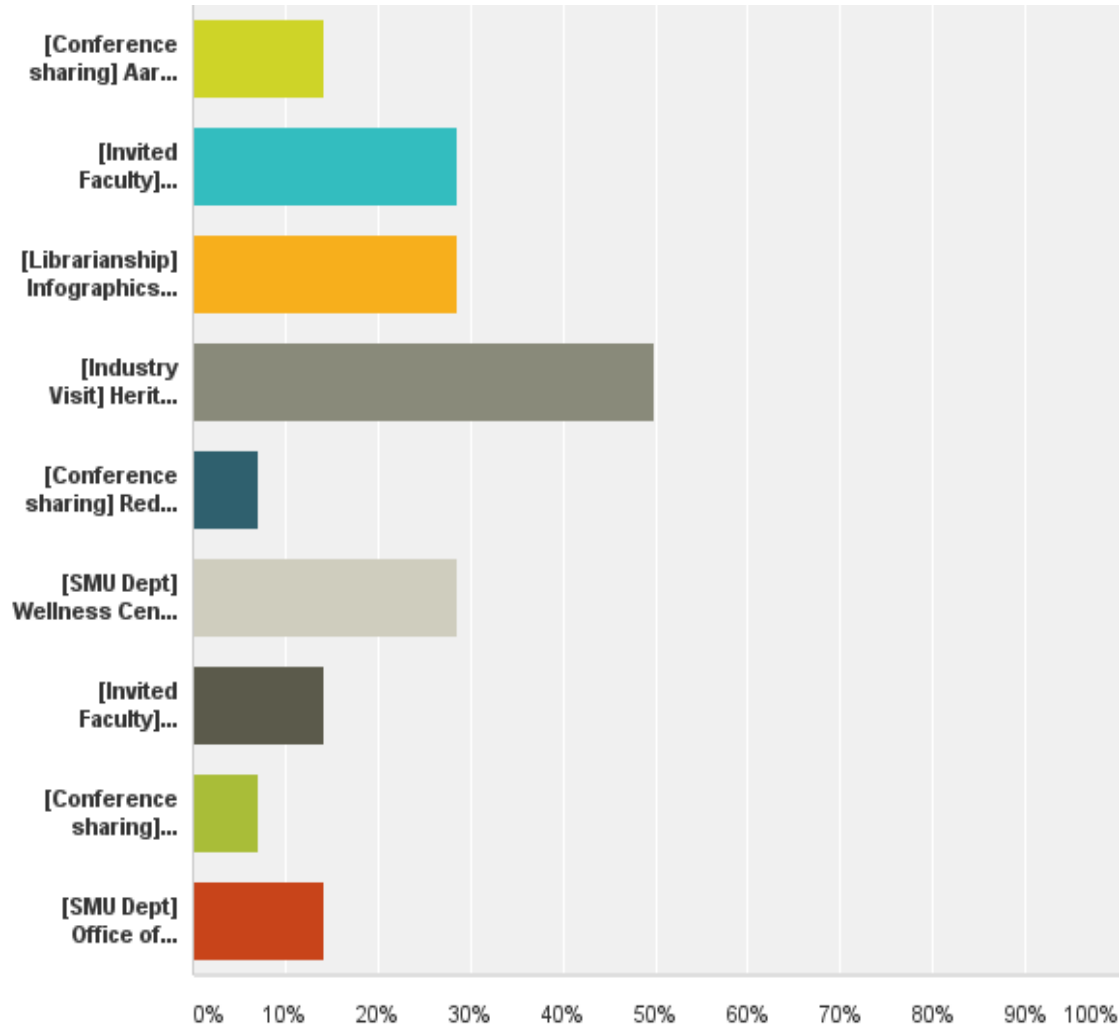
Continuous Improvement: Feedback

Please rate the Learning Circle programmes

	Never again.	It was okay..	Loved it!	N.A. Did not attend	Total
[Conference sharing] Aaron (VALA) + Rita (IALL) + Pin Pin (PRDLA & ORCID)	0.00% 0	43.48% 10	8.70% 2	47.83% 11	23
[Invited Faculty] Managing by Metrics, Dr Z	0.00% 0	26.09% 6	21.74% 5	52.17% 12	23
[Librarianship] Infographics, Nur & Aaron	0.00% 0	39.13% 9	26.09% 6	34.78% 8	23
[Industry Visit] Heritage Conservation Centre in Jurong	0.00% 0	8.70% 2	39.13% 9	52.17% 12	23
[Conference sharing] Redz (AL4) + Yuyun (IATUL) + Melody & mei (Blended learning) + Aaron & Shameem (Aurora)	0.00% 0	47.83% 11	34.78% 8	17.39% 4	23
[SMU Dept] Wellness Centre + Career Centre + Alumni Office	0.00% 0	17.39% 4	47.83% 11	34.78% 8	23
[Invited Faculty] Libraries & Wellbeing, Dr Lim Lai Cheng	0.00% 0	30.43% 7	47.83% 11	21.74% 5	23
[Conference sharing] Nazimah (Copyright) + Tamera (IFLA) + Shameem (Ex Libris)	0.00% 0	43.48% 10	39.13% 9	17.39% 4	23
[SMU Dept] Office of Student Life	4.35% 1	39.13% 9	26.09% 6	30.43% 7	23

Continuous Improvement: Feedback

Please check the missed events that you would have liked to attend



What could have been done better?

You guys are awesome, keep it up!

Maybe a **workshop or some kind of hands on activity** occasionally.

Don't have many comments, I think I need to go to more of them first.

It was great :)

During the Student Affairs presentation, the **aircon was blowing so loudly**, it was difficult to hear the speaker.
Any way to control the fan speed?

More faculty talks on tips in **topics such as managing relationships at work, time management, data analytics**
etc

there were more variation in 2015 ... not too thrill about the conference sharing .. quite boring!

already good lah!

Some programmes can be longer.

Thank you and well done!!

What did you like about Learning Circle?

The **variety** of activities, the visits to other departments and learning what they do, etc.

It's a good opportunity to learn something new - about trends in the profession, how we can support other departments of SMU - and have some time away from the cubicle.

Key learning from conferences, learning about other departments

Everybody participated and most people seemed interested. It is good to have a **mix of activities** and make it fun too.

I did enjoy the **conference sharing**, it was a nice way to observe what my colleagues are doing.

The content and variety is just nice

Visits and Information sharing sessions from other centers and institutions.

Diversity of learning topics

some topics were interesting, although i missed it I'm sure i would have enjoyed the off site visit.

Visiting other Offices and the Heritage Conservation Centre

I like that the Learning Circles are **not just another meeting** to report on projects and initiatives, but something that gets everyone involved and learning something new together. It allows the staff to **interact in different ways**, helping to build relationships and community.

Provide opportunities to learn something.

It's a great learning opportunity and eye-opener.

a **break from work!**

the mixed contents

Short break from work, can learn something new.

Learning different things from other organization and apply it (if possible) to library job (technical skills/soft skills). Example: learned the passion (yet relax) from the passionate staff at the conservation center.

What would you recommend?

Something to **encourage library staff to read** both fiction (fiction reading is fun and useful for creativity) and professional literature and to keep up-to-date with trends. Something to help staff with their **writing skills**.

Get to know more SMU departments?

-**Human library**, the "books" are Faculty, Staff, UG, PG, PhD students and "loan" (hold conversations) them. - Attend any one of the student clubs sessions, maybe they use library resources for their student clubs activities. - **A day in the life of Faculty** - Invite social media influencer to share their marketing and outreach experiences.

Would be interested to learn about something **fun and historical related to books**. Bookplates?

more visits

A **visit** to other Singapore University library

*Journal club/shared **reading and discussion** (perhaps broken down into a few groups so people could choose based on interest) ***Pecha kucha**/lightening round - quick 3-5 minute presentations to share interesting tips and tools for work productivity (apps, Alma, databases, etc.)

More faculty talks.

topics unrelated to library!! further our horizon and not limit it to library-related issue!!!! THANKS!

Book speed dating for lib staff

One or two half-day **workshops** (NOT necessarily library- or "team building"/"soft skills"-related).

Hiking, library visits :)

Case Study 2

Refresh!

Case Study 2: Refresh!



Refresh! Getting Ready for Term 1

Refresh is a series of short sharing sessions on selected topics. Sessions are voluntary but as the name suggests, if you like a Refresher, join us!

Date	Programmes	Facilitators
Mon 18th July		
9.30 – 10:00 Learning Lab 1	Learning Technologies & More Learn some of the new learning and teaching tools IITS will be rolling out for both students and Faculty, some of which can be used by us.	May Lit
10:00 – 10:30 Learning Lab 1	Bernie's Picks! Bernie will share some of the educational technology projects he has been developing for Faculty such as gamification and apps. He will also share his picks on some cool resources librarians can use to enhance learning.	Bernie Gravstone
Tues 19th July		
9.30- 10:30 HIVE, L2	UX@HIVE User Experience [UX] is the buzz word these days. What is UX? Using experiential learning, Raven introduce UX and share how UX practices are being adopted within different industries, including libraries and our everyday lives.	Raven Chai UX Consulting
Wed 20th July		
9.30 – 10:00 Learning Lab 1	CopyRights and Wrongs Using a QnA format, Angeline will answer your questions and share about the different aspects of the copyright laws that affect faculty, students and the library in the digital age.	Angeline Raj
10 – 10:30 Learning Lab 1	"NTU retracts NIE academic papers after malpractice investigations" What does the Institutional Review Board do? And How do they maintain research integrity and conduct? Who uses IRB services? How do they support Faculty and what's it in for us? Samantha will shed more light on this.	Samantha
Thurs 21st July		
2:00 – 3:00 Learning Lab 1	Handling Law and Finance Enquiries This is our annual tips sharing session where Rita and Jiaxin will again refresh us on some of the subject-related enquiries and the resources that can help us answer them. Bring your burning questions too!	Rita & Jiaxin
Fri 22nd July		
9.30 – 10:30 Learning Lab 1	All Systems Ready! Steady! Go! Be in the know about the upcoming Alma and PRIMO updates. Ask questions, clarify doubts and know the workflows as we head for the homestretch for Term 1 AY2016/17.	Shameem, Aaron & More

Let's learn and share together! Thank you to the facilitators for their time and willingness to share!

So how do Librarians Teach?

- LaGuardia (1993) She describes the situation practically as being, ‘usually in trial by fire’.
- Fast paced where the instruction librarian is required to package a class and ‘pack and go’ to deliver the instruction.
- Most times using ‘instinct’, seizing the opportunity by setting aside the frills and the luxury of time to develop ‘perfect’ instructional designed programmes.
- But how long does it take? In the typical, solo-act “trial by fire school”, probably years. (LaGuardia, 1993: 54-55).
- But in today’s context, it has become on-the-job.

Skills Upgrading

- Engagement of Consultants: 2014/2015
- First Year Experience Librarians: Curate programmes for Undergraduates
- Research Librarians focus on Research Consultations, Postgraduates, Faculty Engagement
- Co-Training, Observations; Sharing Sessions
- Coaching and Mentoring
- IL Bootcamp – a series of microteaching sessions

Parting Thoughts

- *How does learning and sharing take place in your institution?*
- *How do we:
Stay Hungry. Stay Foolish
(Steve Jobs)*



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Image source: https://upload.wikimedia.org/wikipedia/en/0/0f/Time_youcover01.jpg

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