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CHANGING ORGANISATIONAL CAPACITY & BUILDING STAFF CAPABILITY

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Abstract

This paper is about the organisational changes required to staff capacity and capability to conduct Library business as services are re-oriented from physical to online. Rethinking organisational needs is part of our Library of the Future (LOF) initiative in which we have rethought service design and delivery by adopting a co-design framework for planning.

Our organisational support of University needs in learning, teaching and research activities has been shaped by consideration of capacity and capability involving workforce planning and internal reviews. The Library has historically reviewed roles, particularly vacant ones, managing to absorb demands within existing resources by changing workflows and responsibilities. However, that's not sustainable and we'll require additional staff to meet new/revised business activities in the following areas:

- e-Resources
- Research Support and Services:
- Digital Literacy
- Increasing User Experience

Our focus is turning away from traditional library qualifications as the main source of expertise to recruitment from other professions. New staff bring new capabilities; development of existing staff pose challenges requiring different solutions. Our *Staff Development & Training Plan* is supported by ALERT (**A**UT **L**ibrary **E**ducate **R**efresh **T**rain) programme and includes:

- Topica (delivery of themed information)
- BiteSize (30 mins 'how to' or 'did you know' sessions)
- 2 half-day All Library Staff Events

LOF involves on-going planning of work and resource allocation over short, medium and longer term time frames where appropriate co-design methodologies are identified.

This presentation offers an overview of our LOF initiative focusing upon *Rethinking* Organisation and the impact upon Services.

This paper is about AUT Library work and the skills required to do it. This is part of broader dialogue at AUT Library within an overarching framework that we've called Library of the Future (LOF), an initiative that started in 2012. From a canvas scoped out by a co-design consultant drawing upon participatory action research, design research and design futures methodologies, we have developed four interrelated streams of work. This includes rethinking our organisation, rethinking services, rethinking space, and rethinking value and impact, and has transformed much of our work, and the ways in which we plan it.
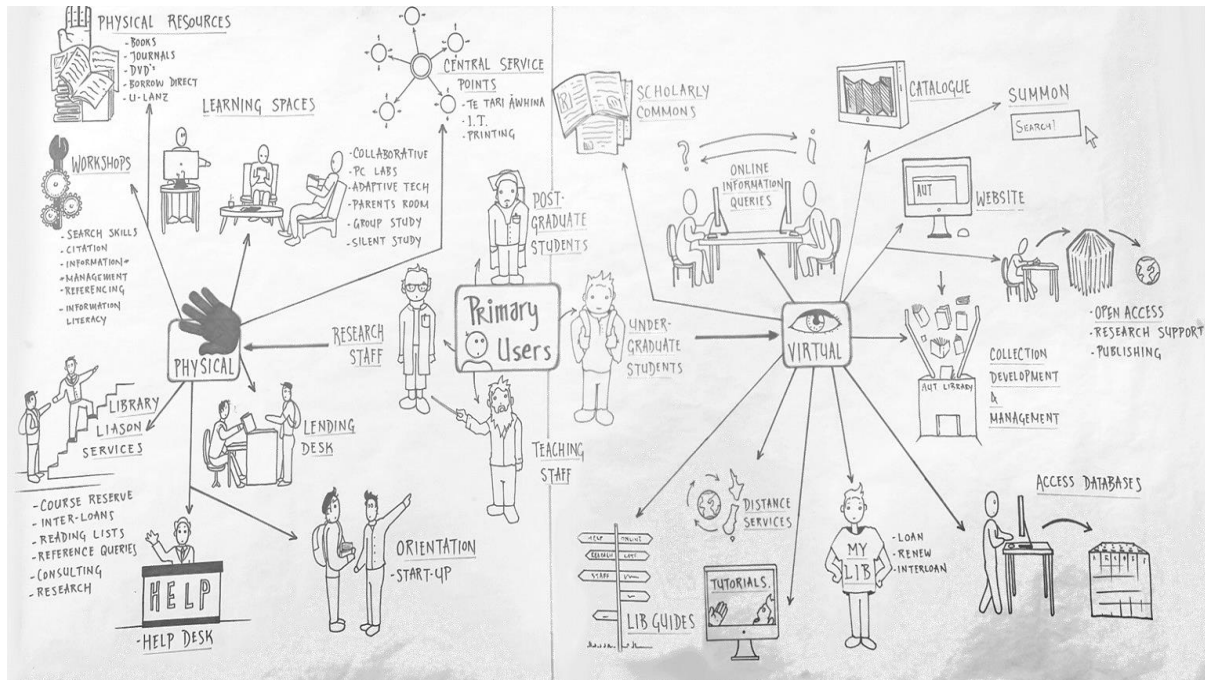
Figure 1

As various project work is scoped out appropriate co-design methodologies such as visualisation, prototyping, and participatory action are identified.

This paper offers an overview of the ways in which Re-thinking our Organisation in terms of workforce planning and staff development is related to, and impacts upon Re-thinking Services.

Rethinking our Organisation
As we rethink our organisation we are rebuilding the Library-culture and re-positioning the Library to meet changing needs of the university. This has included internal discussions about future capacity and capability through two inter-connected processes namely Workforce Planning and Internal Reviews.

Our Workforce Planning project spanned 2012-14, and was coordinated around 4 steps 'supply', 'demand', 'gap', and 'action' (USOPM, 2011). Looking forward 3-5 years, much has materialised as planned, particularly regarding new business activities and staff capability.

There is no compulsory retirement age in New Zealand and the trend is for people to work beyond the traditional retirement age of 65 (Barthorpe, 2012; Franks, 2012) which makes staff planning, especially succession planning, a problematic undertaking. Some of our 'supply data' as at 31 October 2015, is detailed in Figure 2.
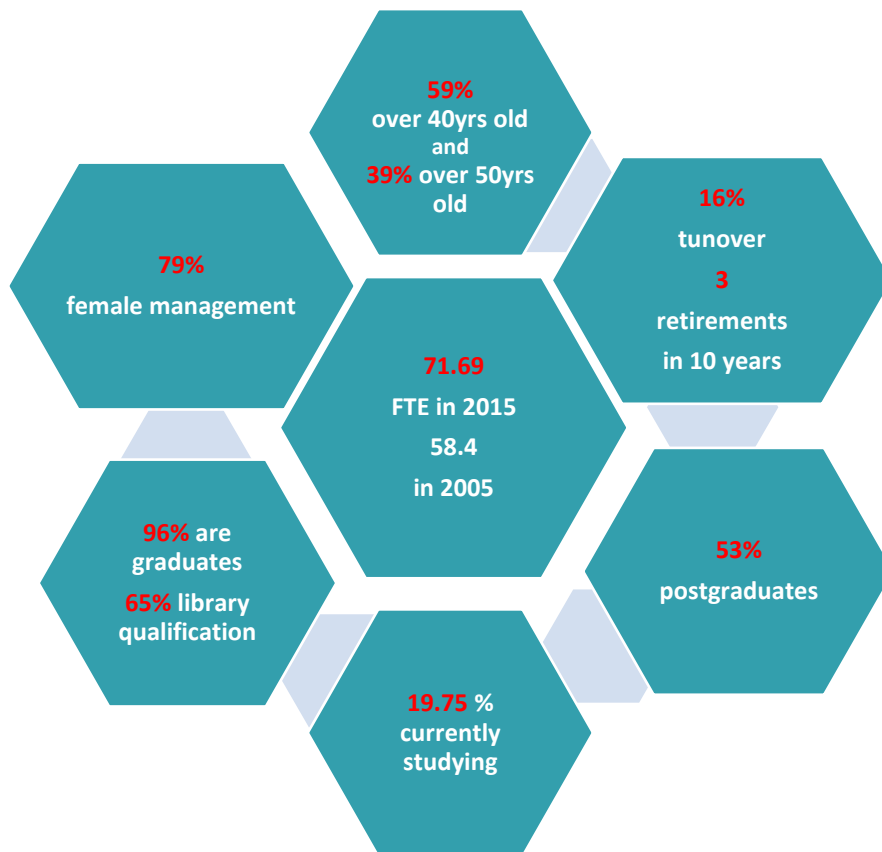
Figure 2. Library Staff Profile (2015).

The difference between supply (where we are) and demand (where we want to be) is the gap, and an action plan articulates steps to bridge it.

This process is not rocket science but occasionally seems like one is on a journey to the moon: fitting the library's vision in to AUT's planning and budgetary regime is not always easy. Our storyboard, therefore, is about the ways in which we have achieved leadership in an environment of constraints.

Recruitment Strategy
In the context of 'work to do' and 'skills to do it', it is necessary to offer commentary about our recruitment strategy, which like all other institutions, not surprisingly, is all about appointing the best person for the job.

We use two different methods to achieve this. For most roles we follow the traditional method of reviewing CVs (curriculum vitae), shortlisting, interviewing and appointing. This works well when recruiting to professional positions. However, for library assistant equivalent roles, where a library qualification is not required and we receive large numbers of applications we hold shortlisting-recruitment events. We do some initial culling but typically invite up to 90 applicants to an event. We usually hold two or three one hour sessions per event. During these sessions the candidates are introduced to the panel members, provided with some background information about the process, the role and they watch a short video about working at AUT. The group is then divided into two groups and while the one group does a skills-based test the others each have a short one-to-one interview with a panellist and then swap over.

The panel convenes after the event to consider a shortlist for a second round panel interview based on the interviews and test results.

Despite the fact that events involve large numbers (a ratio of 1 panellist to 6 interviews) the process is people-centred and provides an opportunity for the applicants to bring their CV to life and promote themselves. The test adds value to the process as we shortlist for round two, helping to ensure that the right candidates emerge as serious contenders for appointment. And although it may seem like it

is a costly exercise in terms of time, ploughing through large numbers of CVs can be equally time-consuming.

In the initial stages of trialling this process we also followed the traditional review of CVs and found that we came up with two quite different shortlists. Experience has shown that this process has seen a higher calibre of appointees far more suited to the role. We have also had larger numbers going on to study for a library qualification too.

Capacity and Capability
As in any organisation managing capacity and capability is often a balancing act. We aim to attract appropriately skilled and qualified staff. Factored in to our thinking are university-led important demographic imperatives/attributes - age, gender, ethnicity and qualifications. To date, AUT Library has a good history of reviewing roles, especially vacant ones. This facilitates absorbing greater demands within existing staffing resources by changes to workflows and responsibilities. But adjustment of that kind only goes so far. The co-design LOF framework has provided many opportunities for us to work in different ways with library-users. Requiring different skill-sets, this has involved:

- student coursework projects (including presentations and videos)
- diaries on use of physical spaces
- personas and user journeys
- white-boarding
- usability testing

In many ways our project work such as regeneration of our web presence, including social media, and engagement on space planning, is facilitating a bridge across the digital-physical divide. An important learning for us arising from working within a co-design framework, therefore, is that we need a better understanding of users' motivational reasoning, their assumptions, behaviour and needs. That emphasis upon ethnography is underlining an important shift in our thinking drawing our focus away from traditional library qualifications as the only source of expertise to recruitment of other professionals (from Communications and Marketing, Finance, Human Resources, and IT).
Some of this is new business; some is new ways of doing old business.

Staff Development
Although recruitment provides opportunities to focus upon new staff and new capabilities, existing staff require different solutions. A major challenge is to align appropriate staff development to staff. The appointment of a Staff Planning and Development Coordinator has facilitated this.

Within that framework, our Staff Development and Training Plan is supported by an in-house programme called ALERT (**A**UT **L**ibrary **E**ngage **R**efresh **T**rain) to achieve Library goals and objectives. ALERT includes the following streams:

- Topica which is a forum for sharing information on a wide variety of work related topics and generally involves speakers external to the Library. Recent sessions have covered topics such as makerspaces, diversity and university branding.
- BiteSize are 30 mins 'how to' or 'did you know' internal sessions covering areas such as interview skills, presentation techniques and introduction to Māori language
- Emerging professionals provides peer support and a career focus for staff studying towards a Library qualification
- A Mini library conference is held twice a year and the Library closes for half-day to allow all staff to attend more challenging sessions lead by experts with a focus on wider library and university issues. Leadership/followership is the theme for the one coming up in July this year

Staff participation and involvement of staff in the planning and development of these activities is an integral part of our staff engagement. All of these activities occur in work time and attendance has grown enormously over the past year.

Rethinking SERVICES
The future sometimes seems like a chaotic to do-list. So we proactively chunk it down to process changes in a manageable way.

The over-arching framework here is a system of internal assessments. This is a process though which we aim to balance capacity and capability, that is 'work to do' and 'skills to do it'. The Library has been busy, having reviewed all five library teams over the last six years, as indicated in Figure 3. The outcomes have been a mix of position and organisational changes.

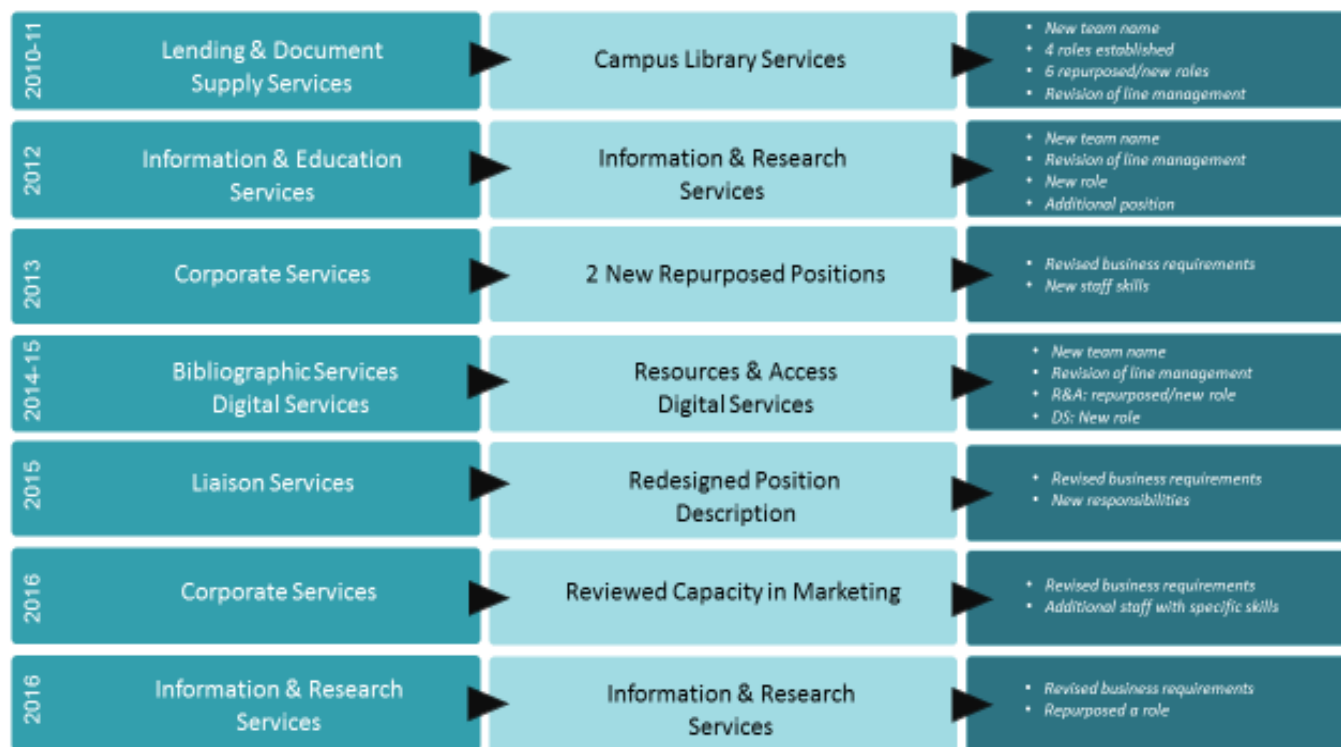| Year	Team	Change	Outcomes
2010-11	Lending & Document Supply Services	Campus Library Services	• New team name • 4 roles established • 6 repurposed/new roles • Revision of line management
2012	Information & Education Services	Information & Research Services	• New team name • Revision of line management • New role • Additional position
2013	Corporate Services	2 New Repurposed Positions	• Revised business requirements • New staff skills
2014-15	Bibliographic Services Digital Services	Resources & Access Digital Services	• New team name • Revision of line management • R&A: repurposed/new role • DS: New role
2015	Liaison Services	Redesigned Position Description	• Revised business requirements • New responsibilities
2016	Corporate Services	Reviewed Capacity in Marketing	• Revised business requirements • Additional staff with specific skills
2016	Information & Research Services	Information & Research Services	• Revised business requirements • Repurposed a role

Figure 3. Internal Reviews, 2010-16.

We are diligent in an effort to ensure that there is cross-library representation for all project work, working-groups and committees. Although not a co-operative we do recognise that collaboration achieves better outcomes. Two good examples of working in this way include the successful migration to our new Library Services platform, Sierra; and the current implementation of TalisAspire Reading Lists and Digitised Content.

Sierra
AUT Library went live with *Sierra* in November 2015 with staff from all teams and the University ICT (Information & Communications Technology) services collaborating with the Sierra implementation team for a successful and relatively pain free migration from Voyager.

TalisAspire
The main driver for this project is the need to provide an enterprise solution for copyright e-reporting in compliance with New Zealand Copyright Act. Implementing an automated solution will enable us to move away from manual workarounds re data collection and reporting. It also means improving the management of course resources lists, which integrates with the Learning Management System, Blackboard. The implementation team includes staff from the Library, the Centre for Learning and Teaching, the Copyright Office (not part of the Library), ICT and academic staff.

AUT Library is very mindful of changes in its business, changes affecting both the physical and digital library; some of these are subtle and others seismic.

For AUT Library, 'new' has entailed repurposing service delivery and various interactions in the physical space. Also, and equally difficult for different reasons but perhaps because AUT is so young, and playing catch-up, is the growth of research and related activities, across the University. Not least

here are changes in scholarly publishing, together with further re-orientation of services and resources from physical to online spaces. So, what does 'new' look like for us, what does it involve?

Integrated Service Model
Like many academic libraries (Gremmels, 2013), AUT Library has merged the Reference and Lending Desk Service points. This was successfully trialled at the new campus in South Auckland before being introduced at the other campuses. All Library Assistants, now called Client Services Assistants, have been trained to offer a reference triage service with appropriate referrals to qualified staff. This has provided the Client Services Assistants with new skills to offer first-level reference help both at the desk and via the Library Chat service.

Freeing the Liaison Librarians up from shifts on the reference desk has provided additional capacity to focus on more valuable tasks such as increased engagement with academic staff, particularly in the areas of scholarly communications and research support and services.

Enhancing the student experience by creating a student-centred hub (Appleton, 2012; Zink et al, 2015) as the place to get help and providing spaces that meet their needs both for learning support and study is essential and this will be the next step with the Library, Student Services and ICT working together to create a converged service so students need only 'tell their story once'.

Makerspaces
Although at the early stages of discussions, conversations about developing a makerspace in the Library are underway and a bid for funding to develop the space at the end of 2016 has been submitted. Unmediated user-centered activities in and through the use of space and technology is shifting the focus of our business outcomes from what the library plans and provides to creation and consumption by users (Horizon Library Report 2015). We are currently working closely with the Faculty of Design and Creative Technologies, with support from the AUT Space Planning Team, to make this happen. This provides an excellent opportunity to improve student engagement. In the interim, inspired by a recent Topica session, we have decided to make a small start with a pop-up maker space, the format is still to be decided but in the first instance it will probably be periodic themed sessions.

'New' also includes the following areas where we have been successful in appointing to some new roles.

Digital Resources Management
As ninety percent of our Information Resources budget is now spent on digital resources the need to dedicate resources to the management of licences and subscriptions led to the appointment of a Resources Librarian last year as part of the review of the Technical Services Team (now called Resources and Access Services). Managing our successful PDA (Patron Driven Acquisitions) programme is also an important part of this role.

Digital Initiatives
As a result of the recent review of the Digital Services Team the Library was successful in securing a new Digital Initiatives Officer position to provide capacity for on-going support for initiatives such as the Library's social media presence. This position will also provide capacity and capability to progress new projects such as the digitisation of elements of the Special Collection including images, texts and other ephemera.

Research Support
AUT Library needs to promote and take advantage of its strategic position to offer research support (Cox and Corrall, 2013; Horizon Library Report, 2015) including advice about data management including the planning and curation of data, developing guides on best practice and facilitating communities of practice. Conversations with academics about research support, which has included deployment of an Ithaka Faculty Survey (2014), have identified some new business activities the Library needs to develop which are what AUT researchers need and value.

Although a relatively new business area for AUT Library, clarity of purpose and a greater level of understanding is being aided by development of a simple yet effective workforce planning tool, which

maps various Library PDs against key attributes in the space of research support.

DRAFT Research Support			SCTL	RSC	LL	ILC	ISC	OSC	WDITL	RRA	RPO	DIO	DSO
IDEA DISCOVERY	Idea Discovery, Research concept, Research design methodology	Collections			■		■					TBC	TBC
		Literature review		■	■								
		Data sources											
		Info Lit, Learning & Teaching		■	■	■	■						
		Bibliographic managt, Copyright		■	■								
RESEARCH PROPOSAL	Research proposal, Funding applicn, Approval	Funding support, Grant rules											
		Policy, Ethics, Legals											
EXPERIMENT DATA RESEARCHING	experimentation, Data collection & analysis, Conducting research	Data curation, Data copyright									digital preservation		
		RDM (cf ANDS, ARC)	■										
		Metadata											
		Copyright, Privacy, Confidentiality											
		Collaboration & Tools											

Figure 4.Section of the draft Workforce Planning Tool.

In addition to the Research services and support the library currently offers we have also identified important new business to enhance our services. In the area of Open Access (OA) Publishing the Library provides and supports a green open access research repository and advice or support to researchers who wish to publish in gold open access journals.

We have been successful in appointing to a new role: Scholarly Communications Team Leader whose responsibilities include developing new services in research data management and open access publishing support. The role is also required to provide leadership in identifying opportunities and new developments in open access for AUT, including the provision of an appropriate platform to host online published material (Lefevre and Huwe, 2012).

The sea change here of course is leading the library away from being weighed down by its collection to a library anchored in engagement.

Deployment of various co-design methodologies depends upon careful and flexible planning over short, medium and longer term time frames. For us this work is business as usual. We have gone beyond the beginning but it remains fresh and it still feels like we are just starting out!

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