ANU Scholarly Information Services (SIS)

Workforce planning 2017-20

DRAFT

Document consultation

Consultation SIS Leaders
Consultation Library Managers
Consultation all SIS staff
Consultation Library Staff Consultative Committee

1. Executive summary

ANU's Strategic plan 2017-2021 notes:

To achieve our goals, ANU must change

An essential building block to achieve the changes to support the University's vision is developing a workforce that has the capabilities to deliver the continuing and new services, with a focus on the needs of the evolving university.

SIS developed its first workforce plan in 2014 to focus on capabilities required to meet the future library in a world-class research university.

In 2017, the new plan reflects the University's plan, the Division's three-year position statement and the evolving needs of students and academics in an increasing complex world.

The major activities proposed in the workplan for 2017-20 include:
- emphasis on the importance of secondment, higher duties and project opportunities to develop capabilities and knowledge of contemporary library, archives and information science and university services;
- creating opportunities within our teams to share experiences, such as visits and embedded work (for example, some regular periods in another team);
- developing the capabilities essential for the digital initiatives of the division and university through regular activities and a symposium;
- developing leadership skills for emerging leaders.

The plan has been developed under the University's Workforce planning procedure.

2. Scholarly Information Services (SIS) workforce planning

SIS delivers library, archive, press and open research services. Our plan for 2016 covers a wide range of activities supporting the work of the university in relation to:
- ➢ Research collections
- ➢ Researcher support
- ➢ Digital excellence
- ➢ Learning spaces
- ➢ Promoting engagement and impact of research
- ➢ Developing a culture of professional excellence
- ➢ Policies.

The Division's first workforce plan linked to the Division's plan, focusing on development of digital services and collections. The major initiatives outlined in the plan were delivered in the last three years (see attachment A).

During this period, there were a number of developments in the division which required the development of new knowledge and skills, including:
- Launch of the Electronic Records Management System – the first electronic records system in ANU.
- Launch of the Archives database, which provides users and staff with access to collection records.
- Implementation of Bonus plus, providing access to print collections of the thirteen participating university libraries across Australia and New Zealand.
- Initiation of a digitisation program that is making accessible archives and library collections that are of great research significance.
- Implementation of the recommendations of the Press review including sharpening vision, focus and use of technology.
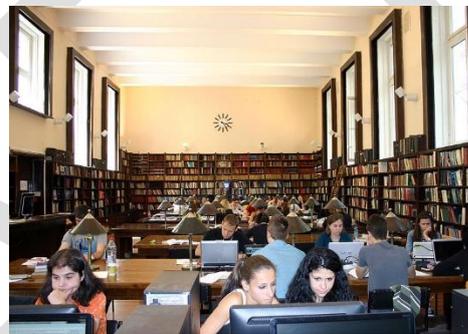
- Programs to develop greater digital collection growth, such as Patron Driven Acquisition, which required greater technical work.
- Increasingly online digital/research competency programs.
- ORCID and other research support activities as part of an open research/access program.

Framing the development of a plan for 2017 to 2020 the major trends are:

A digital world – where increasing availability of the collections is essential for research and education. In the future three years more from the collections will be digitised, recorded and delivered through new innovative interfaces.

Over 95% of library's budget, all research outputs and an increasing percentage of archive collections will be digital. All new university records will be digital. All Press titles will be digital.

Digital discovery services will be increasingly developed for components of the collections which will be digitised.

Building the capabilities of the **next generation of researchers and students**. Our future researchers need to navigate and build their careers in a digital world. Creating capabilities will assist them to succeed in the scholarly digital world.

A collegiate approach – bringing libraries and archives "out from behind the trees" through new partnerships – connecting to people across and beyond the campus
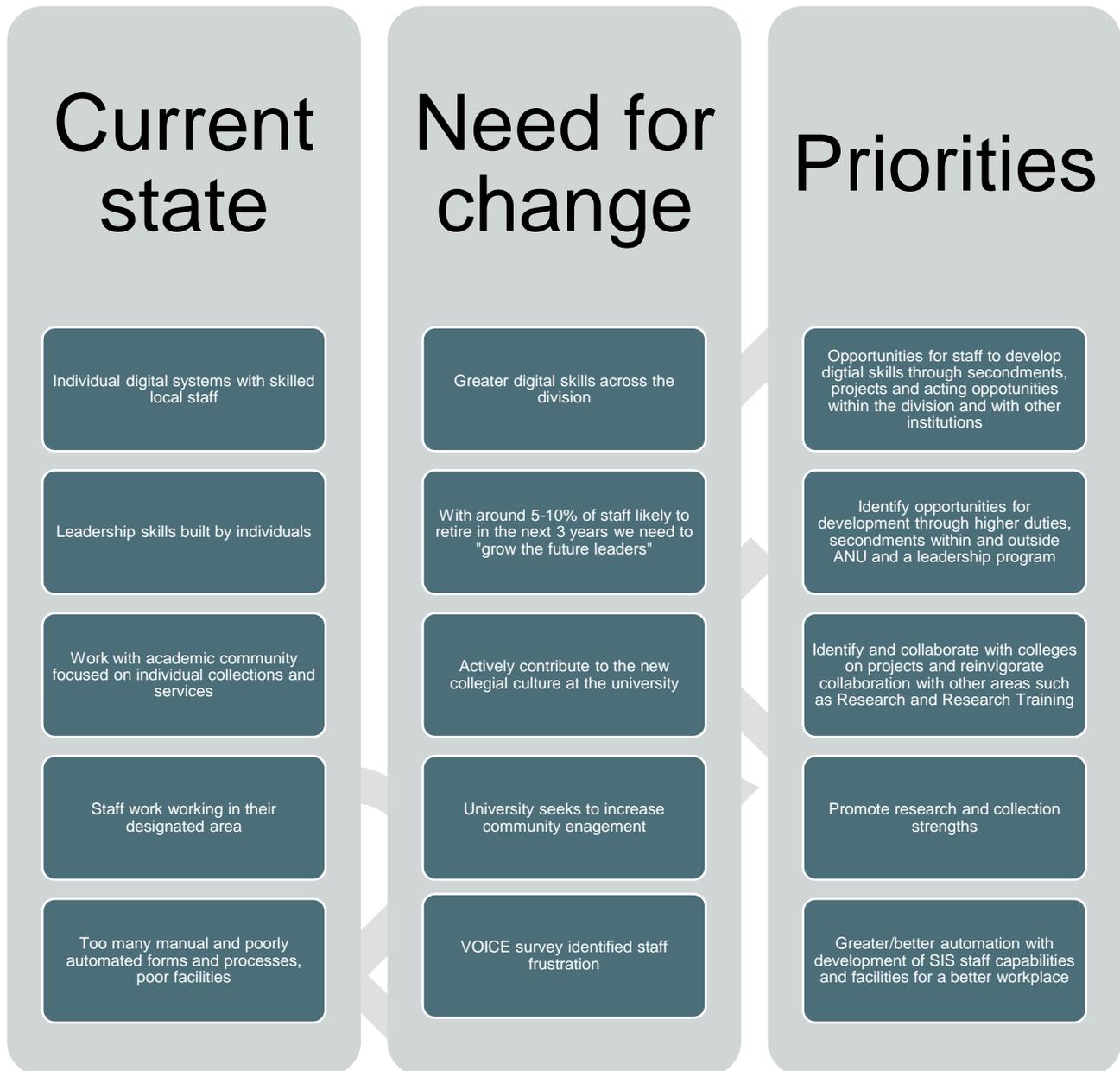
Supporting university initiatives including **equity, indigenous achievements and Asian and Pacific research** through programs across the university and nation.

3. Our capabilities for the future

Current state	Need for change	Priorities
Individual digital systems with skilled local staff	Greater digital skills across the division	Opportunities for staff to develop digtial skills through secondments, projects and acting oppotunities within the division and with other institutions
Leadership skills built by individuals	With around 5-10% of staff likely to retire in the next 3 years we need to "grow the future leaders"	Identify opportunities for development through higher duties, secondments within and outside ANU and a leadership program
Work with academic community focused on individual collections and services	Actively contribute to the new collegial culture at the university	Identify and collaborate with colleges on projects and reinvigorate collaboration with other areas such as Research and Research Training
Staff work working in their designated area	University seeks to increase community enagement	Promote research and collection strengths
Too many manual and poorly automated forms and processes, poor facilities	VOICE survey identified staff frustration	Greater/better automation with development of SIS staff capabilities and facilities for a better workplace

4. Initiatives and measuring progress

How will we know that the plan succeeds?

- ➢ Opportunities taken to develop through secondments, projects (particularly with the Digitisation Team and activities), rotations to other agencies/areas.
- ➢ Successful leadership development program develops new skills.
- ➢ 100% of staff have Personal Development Plans which reflect the digital skills program.
- ➢ Staff engagement increases in VOICE survey.
- ➢ Increased customer satisfaction as a result of greater staff skills.
- ➢ Review ways to ensuring a diverse workforce.
- ➢ Build on our knowledge through sharing to increase program of digital initiatives to develop competencies (including annual symposium).
- ➢ Greater engagement across university and with external institutions.
- ➢ Projects that develop a more digital culture e.g. forms project engaging all staff.

Plan by semester

	2017 Semester 1	2017 Semester 2	2018 Semester 1	2018 Semester 2	2019 Semester 1	2019 Semester 2
Symposium for SIS staff		X		X		X
Develop and implement leadership capabilities program			X	X	X	X
Secondments (including external GLAM sector)		X		X		X
Review workforce diversity and develop initiatives			X	X	X	X
Capability development through sharing work experiences (working in different branches/SIS areas)	X	X	X	X	X	X
All staff have current PDRs	X	X	X	X	X	X
Participation in activities to increase knowledge e.g. metadata committees, ALIA URL committee, ASA	X	X	X	X	X	X
Develop digital knowledge, abilities and skills through in house projects (e.g. implementing DOIs in Press, online exhibitions)	X	X	X	X	X	X
VOICE survey implementation plan and actions	X	X	X	X	X	X

Attachment A. Workforce plan 2014 report on actions

1. *Attendance at relevant events* – most SIS staff have Personal Development Plans and discussed development activities relevant to their position and the SIS plan

2. *Digital competency development program* – activities delivered included:
    o an excellent training program on Sierra covering all aspects of the system coordinated by Mark Huppert
    o a presentation on Archivematica and Atom, two archive software programs, which included detailed analysis of standards and their implementation.
    o a presentation by Tim Sherratt on digital humanities initiatives. Tim has had a long involvement with the history and archives of Australian science and technology. Tim is shaping the future of Trove at the National Library of Australia and also is a digital humanities academic at the University of Canberra.
    o Dr Katherine Bode, Associate Professor, Literary and Textual Studies gave a fascinating presentation on digital humanities initiatives and the scholarly text. She discussed a wealth of data, discover, curation and theoretical issues in the field.
    o Marcia Lei Zeng, Professor, School of Library and Information Science, Kent State University who spoke on digital humanities initiatives
    o The Springer Nature Author Symposium featuring Springer's Senior Editor for hard sciences, cell biology & biochemistry, Dr. Thijs van Vlijmen, and Prof Larry Saha, Editor-in-Chief for Social Psychology of Education: An International Journal
    o Publish and prosper the first module in the online scholarly communication program
    o 23 research things – an active set of library and archive staff undertook these modules, coordinated through Anne Lahey, Manager, Open Research
    o ORCID presentations all staff
    o Digitisation team created with development of technology and collection assessment skills
    o Anne Lahey, Manager, Digital Scholarly Communication, ANU Library presentation on Open access
    o Dr McComas Taylor, Head, Department of South and Southeast Asian Studies talk on MOOCs

3. *Rotation scheme for ANU05 staff*
    Three library staff were able to participate in the rotation scheme. All agreed that they developed new abilities and knowledge that was beneficial to their careers. Overall the scheme was very labour intensive and arranging suitable positions took some time.

4. *Volunteer program*
    The Guideline for the ANU Library/Archive Volunteer program was developed after consultation with staff and HR. It is available online. There have been three volunteers since the establishment of the broader program, which was based on the successful archive volunteer program.

5. *Internships (and student ambassadors)*
    Internships achieved since 2014 include:
    • Korea Foundation Global Internship Program began with the first intern, Ms Ayoung Mun, joining the Menzies Library from November 2014 to August 2015.
    • Ebony McDonald joined the Library as an unpaid intern, travelling to Australia after qualifying from the University of South Carolina. She came to the Library in late February and spent time working in both the Chifley and Menzies Libraries, as well as in the ANU Press. . She worked with the VHS tapes, one of a number of projects in the Chifley Library

A *Student ambassador program* was instituted after considerable investigation to develop a program to better engage with students and provide opportunities for a taste of careers in library, archives and publishing. It was officially launched in 2016. A detailed paper was produced for consultation with staff. HR provided very valuable support in developing the proposal.

Six students were selected to be a part of the first program in 2016. They come from many different colleges and include undergraduates in their second or later years and one postgraduate. They assist in orienting students to the ANU Library's service, collection maintenance and assisting with digitisation projects, events and other activities across the Division. The 2016 intake was:

- Supriya Benjamin
- Ling Fam
- Samantha Hartley
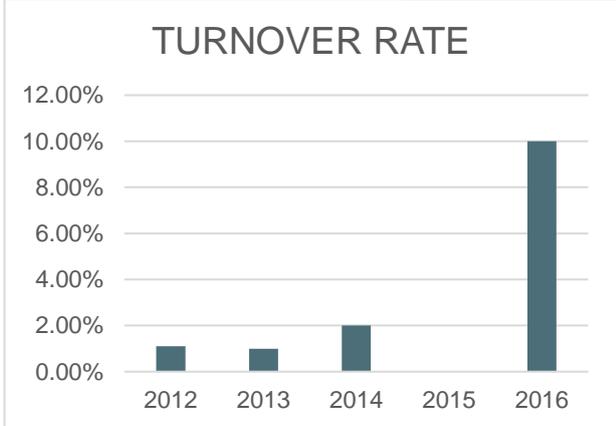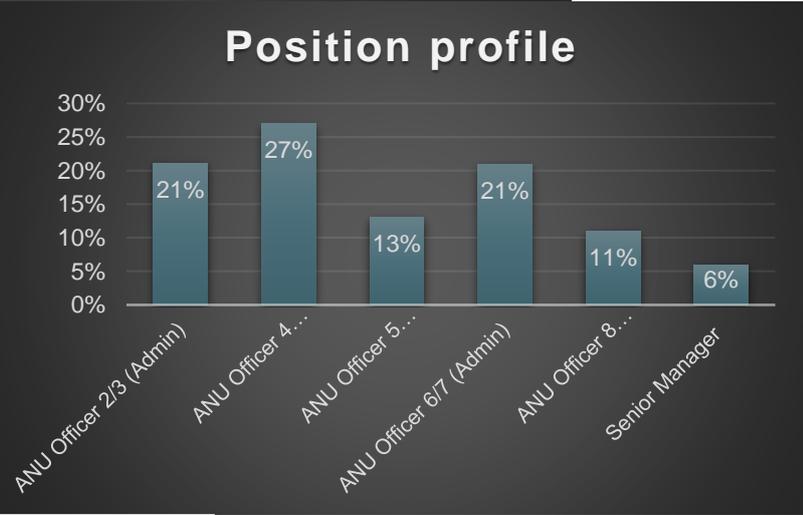- Mish Khan
- Benedicte O'Leary-Rutherford
- Miao Sun

Our workforce

102.19 fte

Scholarly Information Services staff 2017
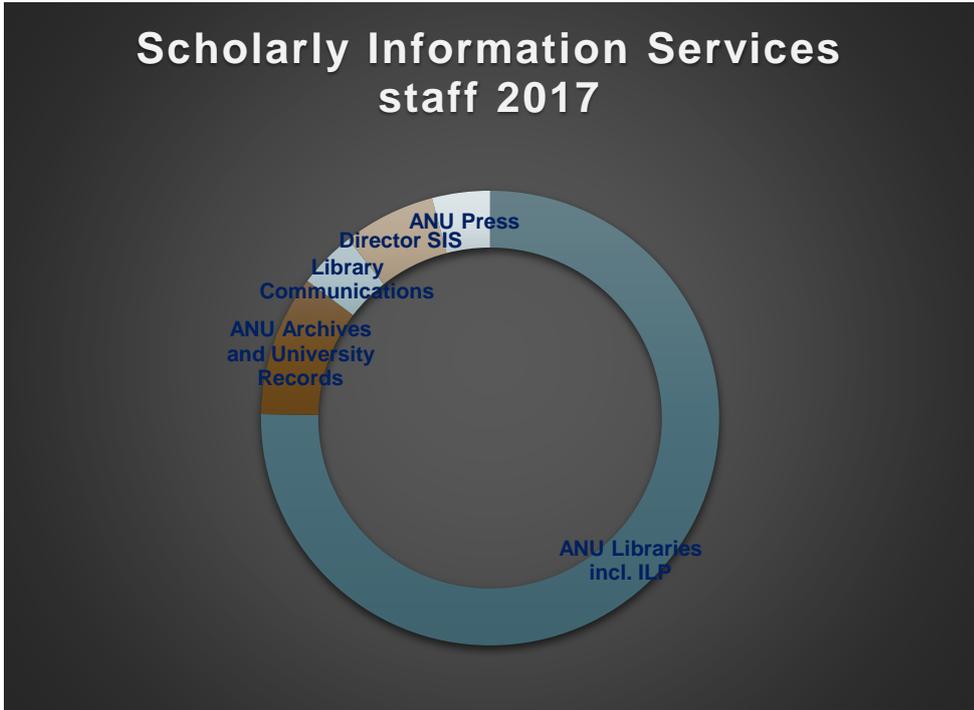
69% Full time
31% Part time
(excluding stand
down staff)
Decrease 1.3% from 2016 (decrease
in permanent positions is 2.2 %)

79% Female
21% Male

Position profile

TURNOVER RATE

Average age
46.7 years (comparison 45.74 in 2013,
National Library of Australia 46[i])

Average length of service
8.17 years (comparison 9.4 in 2013, National
Library of Australia 71% > 5 years)

---

[i] https://www.nla.gov.au/facts-and-figures