PLSA Quarterly – Workforce Planning Monday February 24 2014

**SIMILARITIES BETWEEN RESPONSES**

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| Question | **Manager Group** | **General Staff Group** | **School & Community Group** |
| What does the future look like for SA Public Libraries? | Third place model. Digital contentAccommodate baby boomers- demanding service & customer service expectationsAffect of b/boomer demographic on service drivers & culture of that groupDigital technologies affect on serviceStaff change – information providers – move to become teachersKnowledge of all devices – should be an up-skilling of staff to learn skillsPeople looking for connection in community – place making & role for library community looking for spaces to connect with one another. | Third place model. Digital contentAccommodate baby boomers- demanding service & customer service expectationsAffect of b/boomer demographic on service drivers & culture of that groupDigital technologies affect on serviceStaff change – information providers – move to become teachersKnowledge of all devices – should be an up-skilling of staff to learn skillsPeople looking for connection in community – place making & role for library community looking for spaces to connect with one another. | Digital contentDigital technologies affect on print collection |
| Are there critical skills or capabilities that staff lack to be successful in the new future? | Advocacy – changing perceptionsBuild resistance with staff, support staff in developing, help to change perceptionUse of technology to assist us | A change in the idea/expectations of the average library customerInnovative thinkingNeed IT skills – regular training & up skillingDigital LiteracyAbility to work collaboratively | Digital literacy, infrastructure, automation. Manage digital knowledge |
| What career intentions do you have & how do you think we can develop better pathways for you to meet your goals? | Not addressed | Don't 'park' older employees with lots of experience & knowledgeBetter ways to foster career programs, i.e. positions at different levels. Overall not many entry level positions. | Mentoring role as part of retirement strategy. Succession planningLack of career pathways & diminishing community role for Teacher Librarians.  |
| What would assist you to do your work more productively? | Not addressed | Greater understanding by Civic of the library’s role. More staff particularly specialist staff. Skills appropriate to changing times.Technology issues– high speed internet & a clean 1LMS database | Support – to be valuedSuitable staffTechnology issue-RFID ready |
| What are the main factors that attract & retain you to work in the library/council? | Not addressed |  | Not addressed |
| Are you interested in up-skilling & what does this look like for you? What expectations regarding network support do you have? | Informal mentoring/group sessions: workshops with Team Leaders, experienced managers, during work hours, responsibility for succession planning, want to see libraries thrive, take on board different expectations, work/life balance, how to approach T&D, how do we adapt? | Training should be offered from network as well as Council/Libraries. Keeping up with trends.Hands on training, not on line only. Up skilling can also be relieving in higher duties. Expectations - more jobs or acting/secondment opportunities needed.Coordinated approach to PD & training would be great. Technology, people management, strategic development | Advocacy skillsStrategic planningProgram development/management |

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| Question | **Manager Group** |
| What does the future look like for the library industry in Australia? | Third place model. Digital contentUser pay content – driven by values in the community (overseas)Accommodate baby boomers- demanding service & customer service expectationsAffect of b/boomer demographic on service drivers & culture of that groupDigital technologies affect on serviceExpectations from groups/business in society, refer people to libraryStaff change – information providers – move to become teachersKnowledge of all devices – should be an up-skilling of staff to learn skillsOpportunity to look at parameters – enable us to look at core services. If not, we become spread too thinlyWe don’t like saying ‘No’ to peopleProblem solving for the community/individualsWhat is our business?Role is to provide technology & access to courses rather than to up-skill – connect to companies or develop partnerships that can provide services.Partnerships as contributors to lifelong learningDid we create our own problem? ‘Ask a Librarian’ campaign successfulContent creation:provide technology – bring younger audience, partner with organisations to facilitate courses, virtual engagement, peoples’ perception of library change despite a lack of marketingElected Member’s perception of role of libraries – do we need them? Also backed up by books xxx?? systemPeople looking for connection in community – place making & role for library community looking for spaces to connect with one another. People connecting with social media but also meeting. Busy people, getting busierNumber of social places for people, or support structures/services, need increases as funds shut down.Increasing number of co-located services interstateRoles branch out to include facility managers/concierge – need to negotiate with Council to look at how they are supporting library services too.Challenge is what are the needs of your community? Who don’t live in your area/only live in your area & who use your service?Life long learning – focus on total services reflection on this, not just on books.Post Office model with a variety of servicesLibraries & Community Centres – will they merge? Co-location, lifelong learning, enterprise (ACE funding), qualified staff deliver training. Issues as library model uses volunteers sparingly & CC models uses volunteers heavily, governance. Also depends on the community you have. Members of community more comfortable coming to libraries than CC. Libraries ‘Come’n’try’ – find information, experience, direct to other services in CC. |
| Are there critical skills or capabilities that staff/managers lack to be successful in this new future? | Advocacy – changing perceptionsCouncil structure – political savvyNot all staff need to know how to be politically savvy. Need to know who the Elected Members are.All staff, including casuals, need to be politically sensitive & recognise they work for Council & support direction.People skills critical, being able to approach customers in a subtle wayUse of technology to assist usBuild resistance with staff, support staff in developing, help to change perceptionRecruitment skills – need to know what we are recruiting forStandards in competencies to be achieved for all public libraries in SAPeople managing, leadership skills for staff moving up the structure in libraries. Library Manager role changing to include other parts of libraries, e.g. CC, Arts. Need to provide opportunities, mentoring.Broad understanding of strategic thinking.Staff being able to read the landscape of what the customer actually needs & being able to do the ‘soft sell’ of other services.Ambassadors for range of services/activities on area. Not just staff skilled but information available to access online. |
| What career intentions do you have & how do you think we can develop better pathways for you to meet your goals? |  |
| What would assist you to do your work more productively? |  |
| What are the main factors that attract & retain you to work in the library/council? |  |
| Are you interested in up-skilling & what does this look like for you? What expectations regarding network support do you have? | Role PLS/PLSA/Council – expectationsCouncil expectations – strategic expectations, etcStaff – look outwards for LMS training to deliver servicesPLSA – what does a public library look like in SA? Competency gradeHow can we devise ways to get younger people working libraries?Placements need to be worthwhile & confident understanding work in public libraries.LGA is conduit to get messages to community via PLSA & LGARange opportunities – technical & strategicInformal mentoring/group sessions: workshops with Team Leaders, experienced managers, during work hours, responsibility for succession planning, want to see libraries thrive, take onboard different expectations, work/life balance, how to approach T&D, how do we adapt?QLD Library Research – Gillian HallemWorkforce planningWhat is the role of the profession if we are looking for: Motivation, Innovation, High Self Esteem, Flexibility, Open to Change, Follow Through, Competence, People people, Infectious, Adapt Who They Are To Who Working With.Negatives: Arrogance, Complacency, Inflexible, Dishonest with their feelings, Negative – seen it before, it won’t work, done before. Seeing their time out – flat lining. Misleading perception of ‘business’. Absenteeism. Respond to circumstance = neutral. Not willing to learn/change. Don’t contribute. De motivates the team. Vocal & bring others along with them. |

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| Question | **General Staff Group** |
| What does the future look like for SA Public Libraries? | Higher relevance to ageing population **(2 mentions)**Higher digital literacy services & emerging technologies. Less books on shelves (**4 mentions)**Financially challenging. Tighter budgets, more innovation, MOU.**( 4 mentions)**Perception that we can be replaced by Google **( 2 mentions)**Shifting our focus to knowledge/technology **(2 mentions)**Lifelong learning **(2 mentions)**Community meeting places. **(11mentions)**Business hubs. Digital hubs. **(3 mentions)**Sound Pods. Rapid technological change (2 mentions), staff adaptive to maintain competenciesMore interaction with public – no counters/desks. Less customer interaction (tech savvy so don’t need our help) **(2 mentions)**Staff skills keeping up to date with customer expectations **(2 mentions)**More job sharing. More flexible working hoursMore programming **(6 mentions).** Programs relevant to dynamic communities – new languages & technologiesMore pcs/Technology available for customers to use & trial **(4 mentions)** More tablet & mobile savvyBetter utilised spaces, open spaces, multipurpose spaces. **(5 mentions)**More space; 1/3 books & 2/3 people **( 4 mentions)** Higher digital content, less books on shelves **( 3 mentions)** Publishers becoming more accessible to online content & online lendingOpportunity – partnerships. Innovative thinking required. Challenging (structure), dynamic, (forefront of change) exciting (buildings), diverse (digital, part time, off site), united (systems)Community engagement **( 3 mentions)**Greater online presence, ie more digital content that staff contribute to & create **(6 mentions).** More staff reviewing items. Accessibility from home, not even going into library as services & info available online. **(4 mentions)**24 hour access **(2 mentions).** 1LMS kiosks in places other than librariesMore liaison with others, even international, via Skype etc. Expanded outreach including home delivery services for ageing population **(2 mentions).** Customer trainingLittle use of databases & subscription services.A change in the idea/expectations of the average library customer **(5 mentions)**More volunteers but they will want to be in more significant roles – using their knowledge & skills to contributeOne library service for state sharing collections, movies, staff, resources but still separate councils, seamless **( 3 mentions)**Consistent approach to customer service across stateMore tourist visitorsWill Elected Members & State Govt still value libraries? Being a Librarian is a highly valued profession **( 2 mentions)**Staff a differing mix of backgrounds, skills, qualifications\Increased opening hoursOne stop servicesMore shelf ready stock = less collection management/processingContinuing strong social justice principlesLeadership & management skills in Library degree |
| Are there critical skills or capabilities that staff lack to be successful in the new future? | All staff to keep skilled in early literacy skills/development to meet ongoing community needs.Skills needed for future to keep libraries viable, relevant. **Innovative thinking (3 mentions);** community=partnering, engagement, sponsorship to support libraries. Seeking funding/partnerships as funding will be harder to come by. Creativity. Calculated risk taking at all levels to support innovation.Need to be more extroverted, attract people into the profession that differ from ‘traditional’ librarians. Reduction of more traditional roles eg cataloguing, processing, CKI/CKO & replace with? Reference, tech help, programs, community literacy.**Adaptable (4 mentions).** **Ability to work in partnership/collaboratively(3 mentions).** Technology skills.Willingness to change & meet changing climate. Knowledge of changing climate.**Digital literacy ( 5 mentions)** Gaps in technology/training/knowledge/experience. More training needed in digital literacy for staff so that we can keep up with/be ahead of the public. Time for learning & trainingContinuous professional development to gain relevant competence.Keeping abreast/ahead of technological change. Community participation/engagement. Project management.Professionalism & emotional intelligence in dealing with change & a differing workforce.**A flexible attitude ( 2 mentions).** A belief in the importance of libraries, literacy & social inclusion.**Need IT skills – regular training & up skilling (5 mentions)** Willingness: to take risks/engage with new technology.2020 – Same but different. Still providing information, help, support, programming, a place for community & learning but with increased digital & self service functions e.g. RFID, eBooks & technology we don’t even know about yet. Basic tech savvy or at least not teach phobic! Basic ability to assist community find resources on any device. Change management. Leaders who can skilfully support/drive change & bring people along. Communication – ability to advocate on behalf of libraries. **Resilience (2 mentions).** Brave. People Skills. Empathy – as we become more community spaces we open to more variety in users. General literacy to meet needs of early literacy & new arrivals & the non literate as well as digital literacy generally.Resource allocation & prioritising to meet community needs (not just jumping on the band wagon) |
| What career intentions do you have & how do you think we can develop better pathways for you to meet your goals? | Manager. Realistically much like today - brief windows into relevant areas, updates, motivational, eye opening. Everything else is an external accredited course.Survive! If opportunities exist then I try & put my hand up. Keep up to date.Moving up in the library world but not necessarily as a people manager, more project management rolesUnsure - looking at developing skills, experience & expertise that can widely used & is transferableWider community partnering/engagement within librariesWould like more opportunities that are permanent rather than always contract. I intend to stay in libraries. I would like the opportunity to progress to a higher level. Adelaide seems to have very few library positions available at a higher level - an insular market in SA?Working towards retirement in the next 5 years. Don't 'park' older employees with lots of experience & knowledgeHappy with what I am doing. Looking at lessening hours in next few years but would be happy to help others & share knowledge when I canSatisfied with my current level. Very happy with my work/life balanceTeam Leader level but still need some work hours flexibility - project management - mentoringCareer pathways - digital literacy - identifying community needs - job profilesBetter ways to foster career programs, i.e. positions at different levels. Overall not many entry level positions. |
| What would assist you to do your work more productively? | 1LMS database problems fixed faster. Consistency in libraries with 1LMS. A team of staff to help clean up databaseClearer guidelines & priorities of what is expected in the role...e.g. people vs technologyIncreased accountability of other staff – if things are delegated & not done – what can we do about this?Self service/RFID for customers—free time up on transactions with more time assisting customers in other ways, e.g. readers advisoryClear accountability & authority. Sufficient resources.More Staff, more $$ Interfering Elected Members. Staff more flexible. Career succession. Time for meetings of full staff. Moving across all branchesLess red tape from Council. **High speed internet.( 5 ticks)** Better ICT support. More corporate, i.e. Council staff, buy in for the importance of libraries.Recognition from the Civic Centre. Easier/more approvals to attend conferences. Greater understanding by Civic of the library’s role. More staff particularly specialist staff.Time to plan, Change in organisational culture. Further training.A clear understanding from all staff re accountability & responsibilities.Time for staff to train (ticked) Meetings. Communication.Reduction of manual handling & transactional work – shift to more engagement/people work.Better structured meetings. Relevant up to date technology. 1LMS database cleaned up as a priority. ‘Swimming in your own lane’Less meetings. More communication between council departments. Acknowledgement by Council. Back up when out of building for meetings. Clear lines of communication. A strategic direction within councils city/corporate plan – develop a library plan which acknowledges what you can achieve with the resources available to you. More efficient rostering. More casuals. Understanding from outside departments. Clearer understanding of team roles with people taking responsibility.Facilities. Time. Staff skills. Infrastructure.New library. Better communication strategies from organisations we work in partnership with. More funding. More support from Council/Govt. Technological infrastructure.More productive if we are freed from ‘processes’, eg automation1LMS – if everyone knew the correct procedure we wouldn’t have to retrospectively fix & then re-fix. Less haste & more care putting libraries onto 1LMS.If 1LMS database was ‘cleaner’ we would be able to work more productively. Time to up skill staff, refresher training & practiceYounger staff seem to have more IT skills & be more ready to learn/use technology in the jobSkills appropriate to changing times. Understand Council, Exec., etc who understand changing role of libraries. Appropriate technological resources. |
| What are the main factors that attract & retain you to work in the library/council? | Love of literature (3 mentions). Value of literacy skills, especially early literacy skills (2 mentions). A belief in what we are promoting (2 mentions)Environment. Opportunities. Close to home. Super. Salary decent. Clean, safe, comfortableDiversity (8 mentions). Opportunity for change/different roles/advancement & personal development (5 mentions)Interaction with community (9 mentions). People ( 5 mentions). Team based environment (5mentions).Longevity/security/stability (9mentions) Positive conditions(5 mentions)Love of job/job satisfaction. Flexible hours, usually family friendly. Reputation of organisation. Use of my knowledge & skills (2 mentions)Excellent network & support in SA/NetworkingUpskilling opportunities. Non commercial settingCommunity focussed- No barriers socially or financially to use library service (2 mentions) |
| Are you interested in up-skilling & what does this look like for you? What expectations regarding network support do you have? | Network support: central access to personal development information/improvement ofYes - however career progression past Team Leader is difficult to see clearly. Not a lot of positions in that area.Joint personal development opportunities; Sponsorship of training opportunities, e.g. interstate, local. Job swapping/mentoringUp skilling in technology would be useful for this career as well as transferable to any others as well as people managementTechnology, people management, strategic developmentNot up skilling but re skilling might be better; interested in expanding skills - working on specialist projects/groups - experience to step to the next level. Risk management .Further training & qualifications, tertiary education, network wide opportunities. Awareness/training in new & emerging technologies. Digital collections, IT, Technology, continual up skillingYes - already have a Masters Degree in Library- need more experience at a higher level in order to be able to progress. Expectations - more jobs or acting/secondment opportunities needed.Always interested in learning new digital skills & keeping abreast of new technologies & resources. Expect network to be keeping informed of current trends.Report writing for budget bids & grant applications. Value the skills we haveNeed challenges, always learning. Training should be offered from network as well as Council/Libraries. Keeping up with trends.Hands on training, not on line only. Up skilling can also be relieving in higher duties. TimelyCoordinated approach to PD & training would be great. Up skilling that is on trend & timely - responsive to new trends & technologiesLearning more about databases & speaking to others who can help with duties. Expect a lot from networking & sharing ideas. Practice on eBooks & a variety of devices so I can troubleshootI'm happy with the level I am & not intending to go 'further' but would like to be better able to assist with technology - trouble shooting devices to enable access to information.Up skilling via self paced online modules, eg Customer Service ( found NSW Ref wiki useful) Network support = Mentor. |

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| Question | **School & Community Group** |
| What does the future look like for SA Public Libraries? | DECD removing district offices: structure changing to clusters & partnerships – supportive groups among School Community Libraries. Continuing funding support by Councils??? Build on One Card; auto checkout (RFID), involve community.50/50 hard cover/digital – general enthusiasmPossible role reversal in areas of growth, e.g. Public Library supports school |
| Are there critical skills or capabilities that staff lack to be successful in the new future? | Staff in libraries who do not attend meetings, not necessarily ‘au fait’ with new trends.More pro-active in taking up offers of trainingLibrary advocacy role to ensure continuity of staffingEnsure current (individual) skills are continued – succession planning, Teacher Librarian/Principal/CEO –LGIT skill or leverage off someone else. Leverage IT specialists in Council to use in schools = partnership. IT skills needed; both specialist and library staff.DECD staffing: Teacher Librarian, CLAs, SSO – time allocation, application of the time, if there will be TL/SSO support. Changes in the employment model the Dept uses. Restricted at present to SSO pool. DECD systems work against utilising community people in jobs in schools.Funding. Council buy in & future support. See Inquiry component of Australian curriculum. Making our skills & knowledge of Australian Curriculum essential to other staff.Look for opportunities to be at forefront of technological changes: key opportunity to leaders in school, library & community. Digital literacy, infrastructure, automation. Manage digital knowledge. RFID provided by the network. SCL probably can’t afford it on their own. Use technology to digitise community content.  |
| What career intentions do you have & how do you think we can develop better pathways for you to meet your goals? | Succession plans: not necessarily IT skills, more an attitude. Mentoring role as part of retirement strategyShould feel positive about attracting ‘next wave’ of TLs. Lack of career pathways for TLs. Diminishing community role of TLAdvocacy. Opportunity from challenges. Library as Hub. Role evolves. |
| What would assist you to do your work more productively? | Time. Support – to be valuedSuitable staff – attitude essential, skills can be learned on the job. Open up jobs for all skills in the communityLibrary presentation at a Principal’s Hub meeting or Areas School Principal’s conference.Start putting tags in all new materials ready for self check & RFIDNetwork, specialist expertise from PLS. Training including curriculum, pedagogy, literacyNBN access – lobby politicians. Raise profile of library in school & communityActive Hub group. Pro active Library Board of ManagementThrough JULA develop knowledge & understanding of the Australian Curriculum Literacy Secretariat |
| What are the main factors that attract & retain you to work in the library/council? |  |
| Are you interested in up-skilling & what does this look like for you? What expectations regarding network support do you have? | Strategic planning, Advocacy skills. Specific session for JULA at QuarterliesProgram development/management.Community engagement. Library visits to break down isolationJULA need to run an annual conference – always inspiring |