



The Right Person in the Right Job with the Right Skills at the Right Time:  
A Workforce Planning Model that Goes Beyond Metrics

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# Overview

- International interest in workforce planning in libraries
- Some of the key concerns for the sector
- The dynamics of a changing environment becoming the driver for workforce planning
- A case study of QUT Library:
  - Strategic priorities
  - The workforce planning model
  - The change process
  - Progress to date



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# International interest in workforce planning in the library sector

- Canada  
*Future of human resources in Canadian libraries*
- United Kingdom  
*Recruit, retain and lead*  
*Learning for change: Workforce development strategy*
- USA  
*The future of librarians in the workforce*



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# Key issues for exploration and discussion

- The ageing and the inevitable retirement of senior LIS professionals
- Low unemployment levels, with a dwindling pool of applicants to recruit from
- Flattening or even declining numbers of LIS graduates
- Increased competition from other career sectors
- Less than competitive salaries
- The lingering negative image of the profession

# Australian studies

- University of Melbourne  
*Succession planning and leadership development*
- State Library of Victoria & Public Libraries Network  
*Workforce sustainability and leadership*
- The *neXus* study, supported by ALIA and NSLA  
*The linkages between education, curriculum, recruitment, retention, training and development*
- Australian Technology Network (ATN) university libraries  
*Workforce and succession planning*



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# The ATN studies

- Vicki Whitmell (2005)
  - Investigative study of the state of play in ATN libraries
  - Whether ATN libraries were adequately prepared for demographic change
- Individual ATN libraries have been addressing the issues

# The key principle for workforce planning

- ‘the right number of people, with the right skills, experiences and competencies, in the right jobs, at the right time’
- Libraries have a strong record of:
  - Adapting to – and indeed embracing – change
  - Responding to new and innovative technologies
  - Reviewing the roles played in service delivery
- Today’s case study: Examination of how change has been the driver for workforce planning activities at QUT Library

# Change – a driver for workforce planning

- Old Business – Change in traditional business
- Our Business – Service convergence
- No One's Business – Opportunities for new roles



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# Old Business

- Print to electronic
- eBooks
- Improving web access and resource discovery



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# Our Business – Service convergence

- Library and IT
- Library and Learning Services
- Library and Information Management



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# No one's Business – Opportunities for new roles

- Data management
- Metadata specialists
- Research training in collaborative tools
- Repository management
- Open access
- Learning services



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# Workforce planning at QUT Library – The problem

- New strategic priorities
- Changes in service demand
- Constraints



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# New strategic priorities

- eResearch Support Services
- Learning support
- Enquiry Management
- Information Management



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# Changes in service demand

- Lending ↓ 8% pa.
- Shelving ↓
- Repository services ↑
- Digitization projects ↑
- eBooks ↑ – print books ↓

# Constraints

- New and changing roles and skill sets required
- No growth salary budget
- Existing stable staffing structure



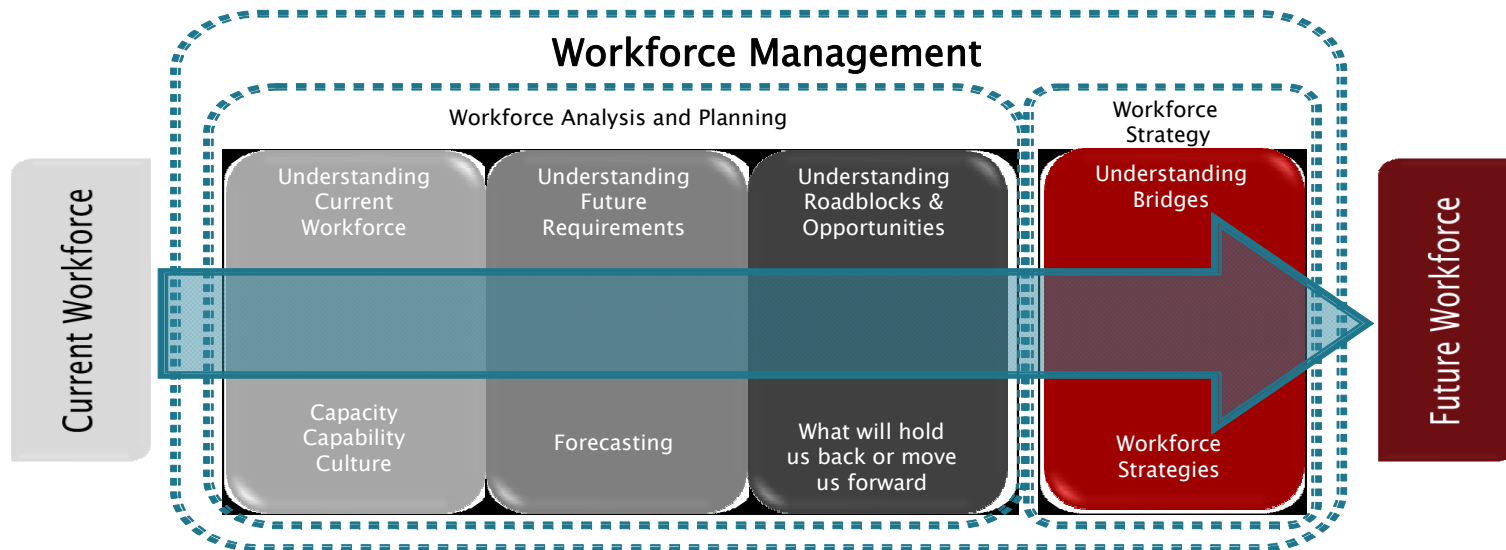
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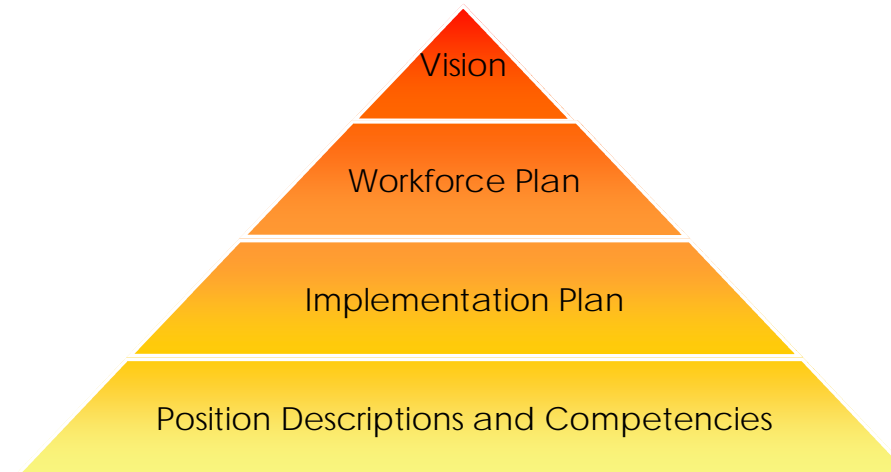
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# The workforce planning model



# The documentation framework



## Workforce Planning Framework

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## Progress to date

- Library Associate Director positions – reviewed, increase from 2 to 3 and portfolios revised
- A Repository Manager position estb
- An Enquiry Manager position estb
- Increase in all HEW 5 Reference Librarian hours
- Additional Academic Skills Advisor positions
- Increase in Peer Advisors (student support)



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# Progress to date

- Extensive skills development program for liaison librarians – eResearch support, learning support
- Developing criteria that will LLs to specialise and seek promotion from HEW 6 to HEW 7.
- Refocused Library Systems Group to eServices



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# The workforce planning process

- The Workforce Planning Steering Committee
- Change management plans
- Communication plans – consultation with staff and unions

# Summary

- Workforce planning cannot be reduced to the metrics
- Encompasses planning to ensure that libraries have a workforce with the appropriate skills to meet current and future demands
- Effective workforce plans must include:
  - Strategic planning
  - Environmental scanning
  - Understanding the future
  - Ongoing evaluation and review



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