



Competency-based service reviews and workforce planning at Deakin University Library

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People in the Information
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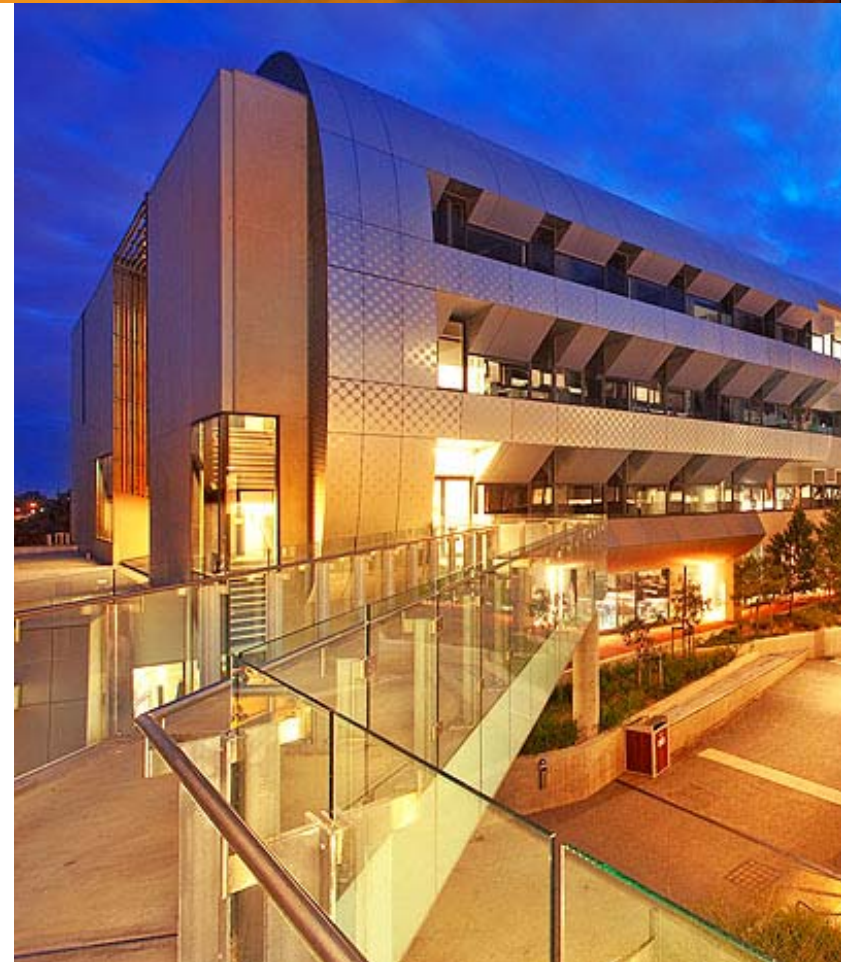
Roadmap

- Background
- Deakin and Library planning processes
- Liaison Service Review
- Elements of reviews
 - Workforce Planning
- Staff Development Framework

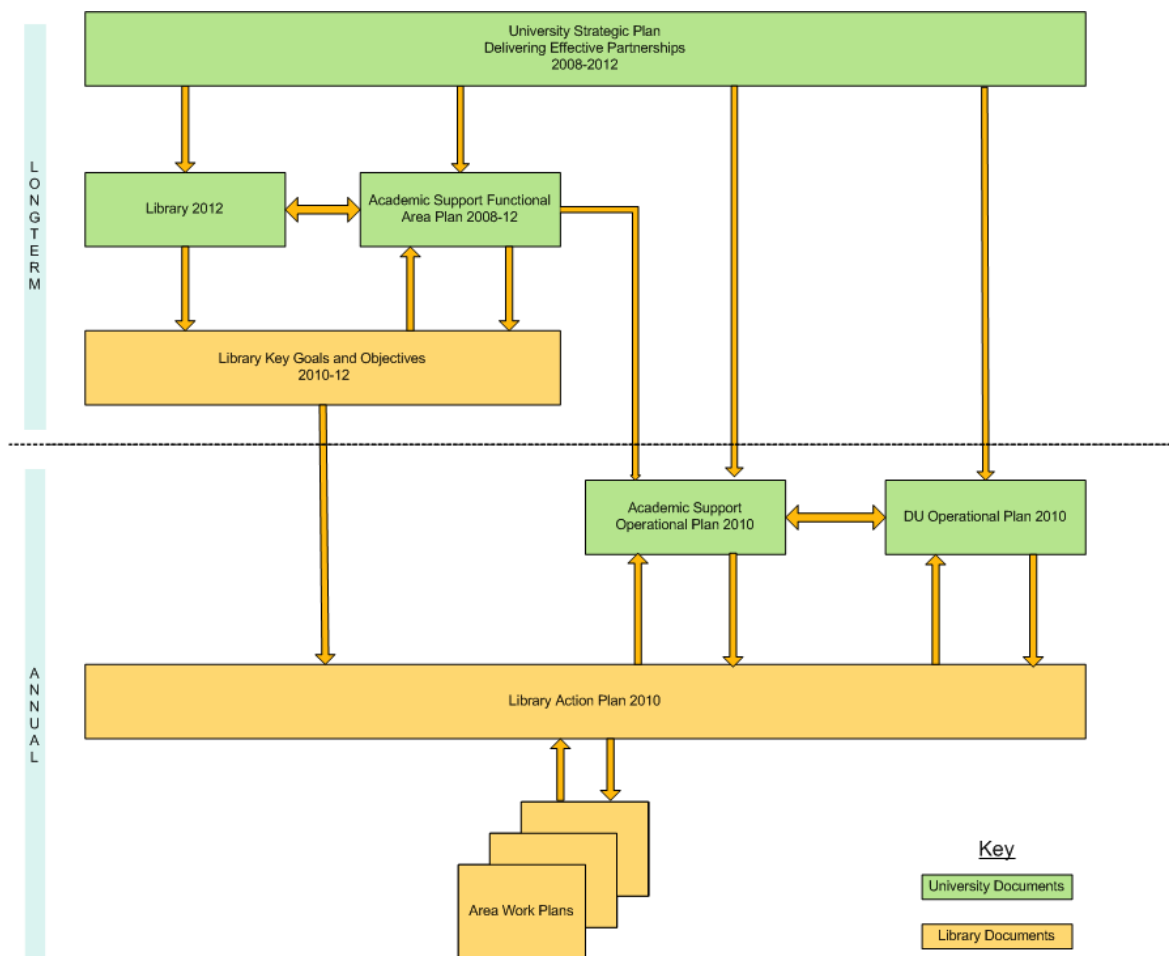
Deakin University

DEAKIN UNIVERSITY
LIBRARY
Your library. Your space.

- Four regional and metropolitan campuses
- 35000 students and 2900 staff
- Focus on distance and flexible education



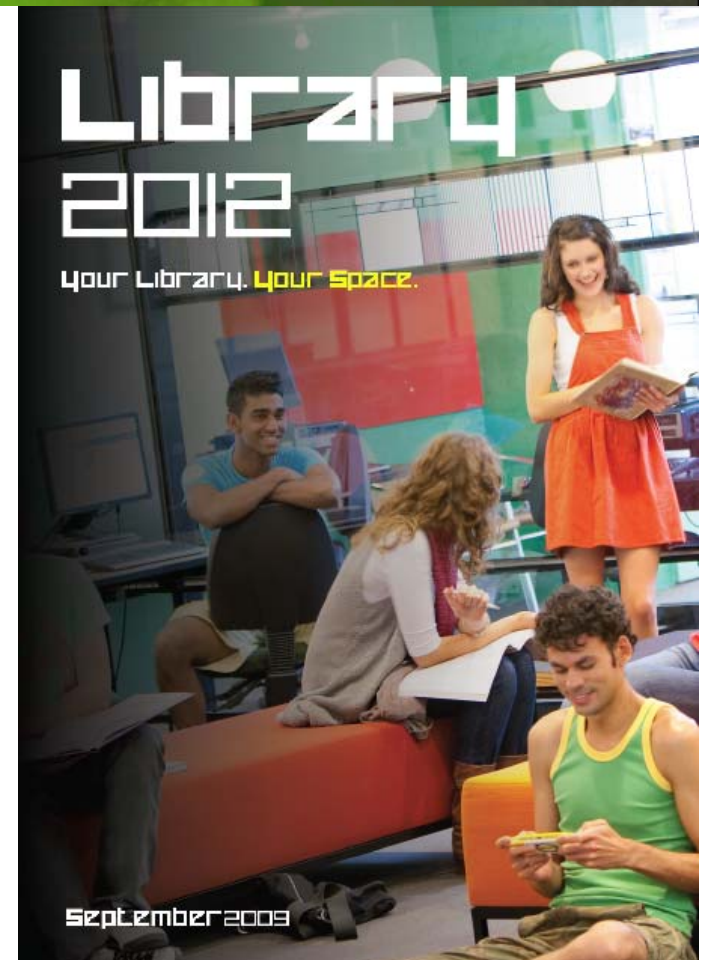
University and Library planning process



Background

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- **Review of Library 2008**
- **Introduction of Library 2012**
 - Strategic roadmap for Library services



People, culture and change

In order to develop a workforce with these characteristics, Deakin University Library will focus on the recognition and utilisation of existing staff competencies and the development of new competencies where gaps occur. Retention and further development of existing suitably-skilled staff will be of critical importance.

Deakin University, Library 2012

Environmental factors

- National higher education environment
- Changes in the library and information industry
- Institutional initiatives of the University
- Factors internal to the Library

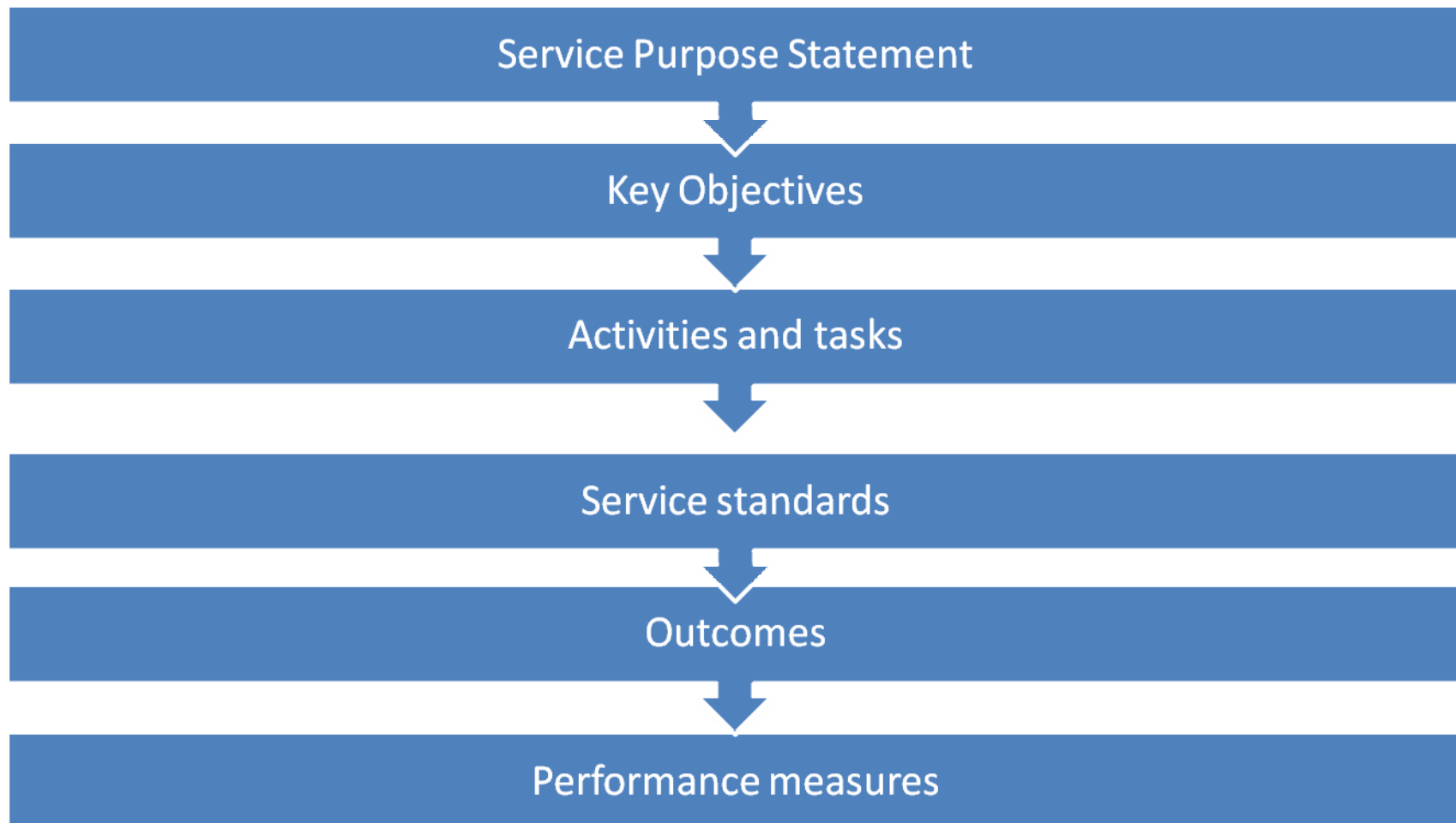
Liaison Service Review

- Library Review recommendation
- Began without agreed process
- Treated as pilot for ongoing process
- Lessons learned

Service Review process

- Permanent review team
- Reference team
 - Representative of each of the other areas
 - Identify process links and opportunities for improvement

Activity profiles



Workforce Planning Elements

- Skills identification
- Current capabilities audit
- Workforce profile gap analysis
- Future capability and staff development targets
- Workforce strategies

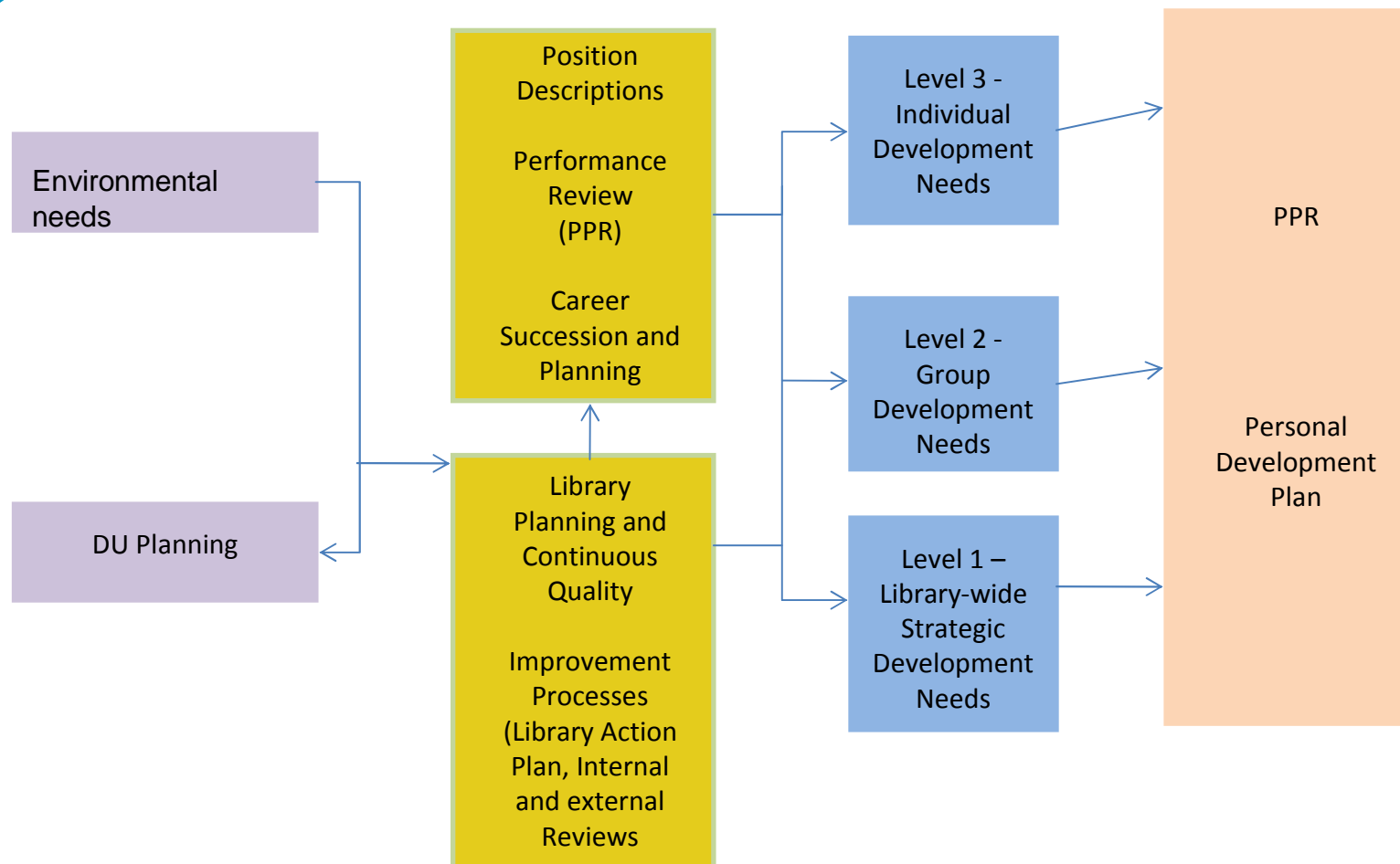
Skills audits

- Must align with University Workforce Planning
- Skill sets based on required skills identified in Activity Profiles

Skills audits

- Competency standards
 - Sufficient for current work
 - Training required for current work
 - Training required for future developments
 - Skill held, not currently used
 - NA

Staff Development Framework



Conclusions

- Delay with skills audits
- Difficulty in ‘stopping the world turning’
- The benefit of a flexible approach

Conclusions

- Balance between individual and organisational needs
- Benefits of documenting strategic links at all levels
- Setting a baseline of standards and performance measures