

# PEOPLE IN THE INFORMATION PROFESSION

## CONFERENCE 2009

### CONFERENCE PROGRAM

Thursday 15 and Friday 16 October 2009  
Victoria University Convention Centre  
Level 12, 300 Flinders Street  
Melbourne, Australia



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UNIVERSITY**

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# Conference Welcome

Welcome to the inaugural CAVAL People in the Information Profession Conference – an exciting initiative of the CAVAL Human Resources Group.

Just as the technologies we use to create, store and share information continue to evolve and change with great speed, so too are our workplaces; and the people that work in them.

The library of 2009 is a far cry from its antecedents fifty, twenty and even five years ago; and the composition of the library workforce and our approaches to recruitment, retention and professional development reflect these changes most profoundly.

The inaugural CAVAL People in the Information Profession Conference offers the library and information profession in Australasia a significant opportunity to pause and reflect on the future needs of arguably its most important resource – its people!

The Conference will broadly address the theme of reinvigorating the library and information profession and is expected to attract over 100 information professionals from all library sectors across Australia, New Zealand and overseas. An exciting program of Australian and international speakers will address salient issues including workforce planning, recruitment and retention, and leadership development.

On behalf of CAVAL, I would like to thank the members of the Conference Committee for their work in bringing this timely event to life. I would also like to acknowledge the support of our industry partners, the Australian Library and Information Association and Emerald Publishing, and our venue hosts at Victoria University.

I wish you all a successful and thought-provoking inaugural People in the Information Profession Conference.



**Craig Anderson**  
University Librarian, RMIT University  
and Chair, CAVAL Ltd



PEOPLE IN THE  
INFORMATION  
PROFESSION  
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# Day 01: Thursday 15 October 2009

8:30 – 9:30	Registration (with tea and coffee)	
9:30 – 9:45	<b>Conference Welcome and Introduction to Opening Keynote Speaker</b> <b>Sandi Givens</b>	
9:45 – 10:30	<b>Opening Keynote Address: Your People are the Key to Strategic Positioning. Are You Paying Attention?</b> <b>Anne Horn</b> <i>University Librarian, Deakin University.</i>	
10:30 – 11:00	Morning Tea	
11:00 – 1:00	Concurrent sessions	
	<p><b>ROOM 1</b></p> <p><b>Session A</b> <b>GPS to the Future – Workforce Planning.</b> Moderator: <b>Garry Potter</b></p> <p><b>A1 Do Library Staff Have What it Takes to be a Librarian of the Future?</b> <b>Karen Kealy</b> <i>Manager, Collection Development, University of Melbourne Library.</i></p> <p><b>A2 Competency-Based Service Reviews and Workforce Planning at Deakin University Library.</b> <b>Paul Cardwell</b> <i>Manager, Quality and Innovation, Deakin University Library.</i></p> <p><b>A3 The Right person, in the Right Job, With the Right Skills, at the Right Time: A Workforce Planning Model That Goes Beyond Metrics.</b> <b>Judy Stokker</b> <i>Director, Library Services, Queensland University of Technology.</i> <b>Gill Hallam</b> <i>Associate Professor, Queensland University of Technology.</i></p>	<p><b>ROOM 2</b></p> <p><b>Session B</b> <b>Seek and Keep (Part 1) – Recruitment and Retention.</b> Moderator: <b>Sandi Givens</b></p> <p><b>B1 Nurturing New Talent: Running a Corporate Internship Program.</b> <b>Alyson Dalby</b> <i>formerly Knowledge and Research Specialist, The Institute of Chartered Accountants in Australia.</i></p> <p><b>B2 Shaping Tomorrow’s Workforce: Straddling the Boundaries of Teacher, Learner, Employer, Mentor and Professional.</b> <b>Helen Livingston</b> <i>Director Library Services University of South Australia, Adelaide.</i></p> <p><b>B3 Becoming Librarian 2.0</b> <b>Helen Partridge</b> <i>Associate Professor and Deputy Head of School (Learning and Teaching), School of Information Technology, Queensland University of Technology</i></p>

1:00 – 2:00	Lunch	
2:00 – 4:00	Concurrent sessions	
	<p><b>ROOM 1</b></p> <p><b>Session C</b>  <b>Got what it takes? The individual.</b>  Moderator: <b>Sandi Givens</b></p> <p><b>C1</b> <b>C1. The Information Professional of the Future: Polymath or Dinosaur?</b>  <b>Judith Broady-Preston</b>  <i>Chair, Management Research group, Department of Information Studies, Aberystwyth University, UK.</i></p> <p><b>C2</b> <b>Education and Continuing Professional Development for Indonesian Academic Libraries: A Survey.</b>  <b>Imas Maesarah and Paul Genoni</b>  <i>School of Media, Culture and Creative Arts, Curtin University of Technology, Perth.</i></p> <p><b>C3</b> <b>Building Relevance Amidst the Content Revolution.</b>  <b>Lyn Bosanquet</b>  <i>Director, Information Services (Scholarly Information and Research), Griffith University, Queensland.</i></p>	<p><b>ROOM 2</b></p> <p><b>Session D</b>  <b>Seek and Keep (Part 2) Recruitment and Retention.</b>  Moderator: <b>Tracy Robertson</b></p> <p><b>D1</b> <b>Getting the Most out of Your Mentoring Relationships.</b>  <b>Mike Allen</b>  <i>Managing Partner, Centre for Organisation Development, Melbourne.</i></p> <p><b>D2</b> <b>Investing in Your People Works – Can 40,000 Organisations be Wrong?</b>  <b>Stuart Burgess</b>  <i>Director, Investors in People Australia Pty Ltd and Managing Director for Investors in People NZ.</i></p> <p><b>D3</b> <b>On the Flip Side: Considering the Career Motivations and Aspirations of New Professionals in the Information Industry.</b>  <b>Fiona Russell</b>  <i>Subject Librarian, Monash University Library, Melbourne.</i></p>
4:00 – 4:30	Afternoon Tea	
4:30 – 5:00	<b>Conclusion and Summary of Day One</b> <b>Sandi Givens</b>	
7:00 – 10:00	Conference Dinner at the Melbourne Aquarium	



# Day 02: Friday 16 October 2009

7:45 – 9:15	Emerald sponsored breakfast for all delegates	
9:30 – 9:45	<b>Welcome and Introduction to ALIA Keynote Address</b> <b>Sandi Givens</b>	
9:45 – 10:30	<b>ALIA Keynote Address: All Too Hard? Moving on from the Education and Workforce Summit.</b> <b>Derek Whitehead OAM</b> <i>Director, Information Resources and University Copyright Officer, Swinburne University of Technology, Melbourne and Immediate Past President, ALIA.</i>	
10:30 – 11:00	Morning Tea	
11:00 – 1:00	Concurrent sessions	
	<p><b>ROOM 1</b></p> <p><b>Session E</b> <b>Got what it takes? The organisation.</b> Moderator: <b>Richard Sayers</b></p> <p><b>E1</b> <b>Forgotten Anything: Library Staff Competencies for the Learning Commons.</b> <b>Paul Kloppenborg</b> <i>Manager of the Learning Resource Centre of William Angliss Institute, Melbourne.</i> <b>Damien Lodge</b> <i>Lecturer, Charles Sturt University, Wagga Wagga.</i></p> <p><b>E2</b> <b>Library Staff Development at the University of Auckland Library – Te Tumu Herenga – Endeavouring to “Get What it Takes” in an Academic Library.</b> <b>Claudia Adams</b> <i>Tamaki Library Manager and Assistant Librarian, The University of Auckland Library – Te Tumu Herenga.</i></p> <p><b>E3</b> <b>Out West and Down Under: New Geographies for Staff Development.</b> <b>Garry Potter</b> <i>Manager Library Staff Resources, Victoria University, Melbourne.</i> <b>Janelle Zauha</b> <i>Professor and Reference Librarian, Montana State University Libraries, Bozeman, Montana, USA.</i></p>	<p><b>ROOM 1</b></p> <p><b>Session F</b> <b>Follow the Leader Leadership development.</b> Moderator: <b>Sandi Givens</b></p> <p><b>F1</b> <b>Developing Leadership to Transform our Library: The Library Leadership Development Program (LLDP) at the University of Saskatchewan.</b> <b>Vicki Williamson</b> <i>Dean of the University of Saskatchewan Library, Saskatoon, Canada.</i></p> <p><b>F2</b> <b>Looking Beyond the Horizon: Developing an Executive Leadership Program for Senior Library Managers in Australia.</b> <b>Richard Sayers</b> <i>Director, Capability Development, CAVAL, Bundoora.</i> <b>Annie Talvé</b> <i>Consultant, Make Stuff Happen, Sydney.</i></p> <p><b>F3</b> <b>What was the Plan? Strategic Leadership Development for the Library Sector.</b> <b>Margaret Allen</b> <i>CEO and State Librarian, State Library of Western Australia, Perth.</i></p>

1:00 – 2:00	Lunch
2:00 – 3:00	<b>Facilitated Panel Session: The Way Forward</b>
3:00 – 3:30	Afternoon Tea
4:00 – 5:00	<b>Closing Address: Capability in the Information Profession – Transforming People and Organisations</b> <b>Ralph Kiel</b> <i>University Librarian, Victoria University, Melbourne.</i>
5:00 – 6:00	Farewell drinks



# Conference MC – Sandi Givens

A conference needs to stay on track, on time and maintain an optimum learning environment for all – that’s why we’ve engaged award-winning international speaker, author and women’s executive coach Sandi Givens as our MC for the inaugural CAVAL People in the Information Profession Conference.

Energetic, light-hearted and down to earth, Sandi has an authentic, engaging style that is guaranteed to inspire, expand and challenge your thinking; and is ideally suited to our time together.

Sandi is a specialist in “Shattering the Glass Ceilings that Limit Success”. For more than 25 years, Sandi has catapulted the careers and business success of thousands of people, and provided them with skills that enable them to live their own personal leadership, and the life they long for. Sandi is naturally warm with people and connects to their ‘real world’ with her artful use of stories, metaphors and masterful debriefing of learning activities.

Sandi’s compelling message moves people to understand that “everyone is a leader ... it has nothing to do with your title at work.” Your actions, your beliefs, your future ... it’s your choice.

For more information about Sandi and her work, visit [www.sandigivens.com.au](http://www.sandigivens.com.au)



**Sandi Givens**  
Speaker

# Abstracts and Speaker Biographies

## Keynote Presentations

### Opening Keynote Address: Your people are the key to strategic positioning. Are you paying attention?



*Anne Horn is the University Librarian at Deakin University in Geelong, Australia. She has led and managed staff in four Australian University libraries and also has experience in working in the commercial sector. Her academic qualifications include a Masters of Business Administration from the University of Queensland. Anne has a particular interest in strategic planning, organisational competencies and change processes; information management and new models of services delivery; learning space design; and scholarly publishing. Currently, Anne is a member of the Council of Australian University Librarians (CAUL), the CAUL Electronic Information Resources Committee and represents CAUL on the Libraries Australia Advisory Committee (National Library of Australia). She has recently been elected to the CAVAL Board and has previously been a member of library consortia in Queensland (QULOC) and Western Australia (WAGUL).*

### ALIA Keynote Address: All Too Hard? Moving on from the Education and Workforce Summit.



*Derek Whitehead OAM is Director, Information Resources at Swinburne University of Technology in Melbourne and is responsible for management of the University's library and Web site, as well as being University Copyright Officer. Derek was Vice President and President of the Australian Library and Information Association (May 2007-May 2009) and has been Chair of the Australian Digital Alliance since January 2008. From 1996 to 1999 Derek was Deputy State Librarian at the State Library of Victoria, where he was responsible for the creation and management of VICNET; the pioneering community web site and ISP. Derek has also been national president of the Australian library industry association, ACLIS (1998-99). In 2000 he was awarded the prestigious R D Williamson Award for his contribution to the use of information technology in Australia, and in 2002 the Medal of the Order of Australia in the Australia Day honours for his contribution to libraries and the internet.*

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### Closing Keynote Address: Capability in the Information Profession – Transforming People and Organisations



*Ralph Kiel has been the University Librarian at Victoria University in Melbourne since the start of August 2009. He has held management positions in University Libraries since 1999, having previously worked in the Secondary and TAFE education sectors. At RMIT University in Melbourne he worked firstly as Manager of the Business Library and then as Associate Director Corporate Services. From 2002 to mid-2009 Ralph was Associate Librarian, Information Systems at the University of Western Australia, Perth. In this position he was responsible for the Information Technology, Information Resources and Administration sections. He holds a degree in Education and a Masters Degree from the Department of Information and Library Studies at RMIT University. Ralph is an alumnus of the inaugural Horizon Executive Leadership program.*



## Concurrent Session A: GPS to the Future – Workforce Planning.

### A1 Do Library Staff Have What it Takes to be a Librarian of the Future?

In 2007 the University of Melbourne embarked on “the Library of the Future” program to ensure the library was well positioned to support the Melbourne model being introduced to the University in 2008. As part of this program a workforce plan was developed identifying skills sets required by staff to enable us to become a Library of the Future. Many gaps in the skill level of our staff were identified, particularly our library assistants and library technicians. We identified the skills and competencies staff needed to be equipped with. This paper will focus on one of the strategies we developed to address this skill shortage, which was to work with a local TAFE college to adapt a Certificate III in Multimedia with a focus on the Library’s particular needs. Staff began this certificate course in September 2008. The paper will also give an update of where we are now, what the staff and the organisation achieved from this approach, and what we plan to do in the future, and how staff feel about utilising these skills to make them into a Librarian of the Future.



*Karen Kealy is the Manager of Collection Development at the University of Melbourne Library. The Collection Development Section is responsible for the selection, acquisition, cataloguing and processing of all resources for the University of Melbourne Library. Karen has been working in libraries for over 24 years and has been at the University of Melbourne for 13 years and has been the Manager of the Library IT Unit, Manager of Projects and Planning for the library and then later for the Information division. She graduated with a B.A Librarianship in 1981, and then completed a Graduate Diploma in Computer Science in 1994 and Graduate Diploma in Organisation Change and Consulting in 2003. Karen has a particular interest in workforce planning and training for Library professionals.*

### A2 Competency-based Service Reviews and Workforce Planning at Deakin University Library.

This paper will describe the development of an ongoing series of internal review of service areas within an academic library with a focus on staff competencies and workforce planning. A number of different factors – internal to the Library, at the University level and in the wider environment – have driven the need for such reviews and influenced their design. The approach developed focuses on comparing current workforce capabilities (competencies and resource levels) with the set of competencies and resources required to deliver the projected services to the standards required. This account will highlight the links between the review process and the implementation of a Library-wide Staff Development Plan. The piloting of the review approach in one service, the lessons learned and the initial implementation of the tailored methodology are described. It is intended that this paper serve both as a practical example of an incremental approach to development of a review methodology appropriate to an academic library, as well as an illustration of the need to develop strong links between well-defined organisational capability requirements and individual development plans.



*Paul Cardwell is Manager, Quality and Innovation at Deakin University Library. Paul has wandered through the by-ways of information management since the early 1980s, working in technical special libraries, public libraries, configuration management, project management, freelance editing and back-of-book indexing, university governance and, in the last year, academic libraries. When not engaged in these activities, he pursues interests in aviation history, permaculture and 1960s R&B music.*

### A3 The Right Person, in the Right Job, With the Right Skills, at the Right Time: A Workforce Planning Model that Goes Beyond Metrics.

In recent years, there has been a keen focus on workforce planning issues in the information professions, with a range of studies scrutinising future staffing needs. Research into the demographics of the workforce in a number of countries has highlighted the need for managers to look beyond just the quantitative perspective of staffing, to consider more qualitatively the current and emerging skills required by information professionals to design and deliver contemporary library services. In the context of academic libraries specifically, the convergence of digital information resources with new learning environments presents both challenges and opportunities.

Responding to the findings from a research study of the libraries in the Australian Technology Network (ATN) and informed by the neXus review of the Australian LIS workforce, Queensland University of Technology (QUT) Library has undertaken a significant strategic initiative to identify the optimal workforce profile for the next three to five years. In contrast to the commonly used metrics-based approaches to workforce planning, the QUT Library Workforce Planning Model has recognised the context and culture of the organisation as key drivers in determining the workforce plan.

This model for the workforce planning process, which was developed in-house in response to the changing nature of the Library's core business, is based on rigorous environmental scanning of the institution, the profession and the sector to identify trends that will impact on future staffing requirements and by extension, the anticipated skill set. Change management, a critical factor for the successful implementation of a workforce plan, is built into the methodology. Further value of the model lies in its scalability, so that it can be applied at departmental or wider level. The proposed paper reviews and discusses the model which is now under consideration for adoption University-wide at QUT.



*Judy Stokker is the Director, Library Services at QUT Library in Brisbane. Judy's extensive experience in academic libraries includes appointments as Branch Library Manager, Reference Services Manager and Library Planning and Budget Manager. Judy has also worked outside the academic library setting; undertaking secondments in QUT's Information Technology Services (ITS) and Teaching and Learning Support Services (TALSS). Judy has received awards for service innovation including the Vice Chancellor's Outstanding Contribution Award (Professional Staff) in 2001 and the QUT Library Award for Initiative and Innovation in 2003. Judy's leadership within the University extends beyond the Library to include her role as Chair of the University's Information Management Advisory Group, which reports to the University's IT Governance Committee. Judy has recently been invited onto the University's newly formed Workforce Planning Steering Committee. Judy is a member of the Council of Australian University Librarians (CAUL).*



*Gillian Hallam is Associate Professor at the Queensland University of Technology. She is currently Project Leader for a national research initiative to investigate ePortfolio practice in higher education in Australia, funded by the Australian Learning and Teaching Council. Her teaching experience encompasses the areas of information retrieval, reference and information services, evidence based practice, legal research and professional practice, while her research activities focus on workforce planning issues in the library and information sector, culminating in the neXus reports. She has a deep interest in professional development and mentoring for information professionals. Gillian was President of the ALIA 2005-2006 and she is a member of ALIA's Education and Workforce Planning Standing Committee, the IFLA Education and Training Standing Committee and the IFLA E-Learning Discussion Group. She is a Fellow of both ALIA and of the Higher Education Research & Development Society of Australasia (HERDSA).*



## Concurrent Session B: Seek and Keep (Part 1) – Recruitment and Retention.

### B1 Nurturing New Talent: Running a Corporate Internship Program.

In the Knowledge Centre of the Institute of Chartered Accountants in Australia we found ourselves in what we believe to be a common situation amongst smaller libraries: we had experienced senior staff spending significant amounts of time on administrative tasks, and when we had vacancies we had problems sourcing applicants with any exposure to the accounting and finance world.

In partnership with Zenith Management Services we introduced an internship program, giving current students experience in the corporate sector, Zenith a pool of experienced candidates, and ourselves a group of on-call staff who are able to do administrative and ad-hoc work, deliver front line customer service, and cover staff leave.

Our interns assist us with a range of ad-hoc and ongoing projects, allowing experienced staff to deliver more of our value-added customer services, such as research and content development. Interns also keep us on our toes – they question established practices, offer new ideas, and ensure that our systems and behaviours remain relevant and transparent.

In addition to gaining experience, interns have access to the existing team of experienced staff. We assist them to develop their understanding of the wider information profession, work with ideas encountered in their study, and when the time comes, encourage them into their first professional positions.

This paper will describe how the program works, from recruitment to management to moving on. The benefits and challenges of the program will be discussed, with some comments about how we would like to develop the program in the future.



*Alyson Dalby was formerly the Knowledge and Research Specialist with the Institute of Chartered Accountants in Australia, with responsibility for running the internship program within the Knowledge Centre. She is a member of the ALIA New Generation Advisory Committee, was a Convenor of the ALIA New Librarians' Symposium 2006, and was named as the Special Library Association's Information Professional of the Year in 2006. In 2008 she presented on tailoring professional development events to new graduates at the American Libraries Association Annual Conference.*

## B2 Shaping Tomorrow's Workforce: Straddling the Boundaries of Teacher, Learner, Employer, Mentor and Professional.

Australian libraries and the profession have identified challenges around workforce renewal. As the scope of skills on which librarianship depends expands, the roles of senior members of the profession in ensuring not only a succession plan for themselves, but for the sector, is broadening.

The author draws on both personal experience and that of other South Australian colleagues to highlight how taking on additional roles as an educator and a formal learner, adding to other roles as an employer and manager of a large library, has informed her professional practice.

This paper is based on the premise that senior professional practitioners need to involve themselves more in the education of the next generation of professionals. If libraries are to be successful in attracting younger workers from a diverse range of backgrounds, library education needs to attract and retain the "right" kind of people. Library education needs to deliver both what students want and what the profession needs.

This issue has been aired in the past but the imperative of current and future work contexts and the dearth of graduates with a variety of ethnic, discipline and age backgrounds ready to enter librarianship, brings the need to try something new into sharp focus.

The experience in South Australia is showing that a blend of practice and theory is delivering to satisfied students and it is also changing the views of the practitioners involved.



*Helen Livingston is Director Library Services at the University of South Australia in Adelaide. She has over 25 years experience in academic libraries and has been an active member of state and national bodies including serving as Chair of the ABN and Kinetica Advisory Committees and past president of VALA. Helen is currently Chair of the CAUL Best Practice Working Group and Chair of the Steering Committee for the CAUL Australian Institutional Repository Support Service (CAIRSS). Since 2008, she has taken up a role as a Course Coordinator and lecturer in the School of Computing and Information Science at UniSA; teaching in the Graduate Diploma of Librarianship.*



### B3 Becoming Librarian 2.0

The library and information science (LIS) profession is quickly recognising that library 2.0 requires an LIS professional “that is better equipped and broadly educated than one just ten years ago”. In 2006 Stephen Abram, Vice President Innovation at SirsiDynix, issued the following challenge to the LIS profession: “it is essential that we start preparing to become Librarian 2.0 now”. But what is librarian 2.0? In the last eighteen months extensive discussion and debate exploring the “core competencies” needed by librarian 2.0 have appeared in the “biblioblogosphere” (blogs written by LIS professionals). However, beyond these informal blog discussions no systematic study has taken place to identify the skills and knowledge required by librarian 2.0 so they may successfully provide library 2.0. This paper will discuss a research project that identifies the skills, knowledge and attitudes of librarian 2.0. Participants in the study include library and information professionals, educators and students from across Australia. Focus groups were used for data collection. The paper will provide a discussion on the preliminary findings that have emerged from the research. The paper will also consider whether the skills and knowledge of librarian 2.0 are really any different from that of “library 1.0”. The research is significant because it establishes an open dialogue between current industry professionals, library science educators and the professional association on the traditional and evolving skills and knowledge required by LIS professional in the ever changing twenty-first century. The dialogue will guide the development of current and future education of library and information professionals.



*Helen Partridge is an Associate Professor and Deputy Head of School (Learning and Teaching) in the School of Information Technology at the Queensland University of Technology (QUT). She is also the coordinator for the school’s library and information science education program. Helen teaches in the areas of reference and information services, information retrieval, collection development, information literacy education and professional practice. Helen has published widely in the area of teaching and learning and has won a number of teaching awards including the 2004 and 2005 QUT Vice Chancellors Distinguished Teaching Award. In 2008 Helen received one of eight Associate Fellowships from the Australian Learning and Teaching Council. Helen’s fellowship aims to establish guiding principles for library and information science education 2.0. In 2006 and again in 2008, Helen was elected to the Board of Directors of the Australian Library and Information Association (ALIA). In 2007 Helen received the State Library of Queensland Library Board award for professional excellence.*

## Concurrent Session C: Got what it takes? – The individual

### C1 The Information Professional of the Future: Polymath or Dinosaur?

Evidence suggests that the information profession is undergoing a period of profound change in relation to its qualifications base. Many of the previously enshrined shibboleths of professional education, training and development are undergoing a fundamental re-examination, including that of achieving a robust definition of the concept of “professionalism” with regard to the contemporary information profession. Barriers relating to qualification levels, to professional practice and to career development are “blurring” and even being circumvented or demolished. Additionally, developments with regard to the role of specific professional skills, knowledge and competencies vis-à-vis more generic competency frameworks, are having an impact on employability within the profession, and thus need to be examined and evaluated.

Moreover, in a volatile climate of rapid change, CPD is necessary if professionals wish to keep abreast of new skills and knowledge, and therefore, the implications of the introduction of compulsory CPD for active chartered members by CILIP UK (July 2008), together with an update on progress made towards implementing the scheme will also be addressed.

Arguably all the issues highlighted thus far will have profound implications for recruitment to the profession, career development, succession planning and retention of key personnel. Therefore, current developments with regard to a series of related research projects on these topics, currently being undertaken at Aberystwyth University, will be reported and examined critically in this paper.



*Judith Broady-Preston is Chair of the Management Research Group and a member of the Senior Management Team at the Department of Information Studies, Aberystwyth University, UK; where she has been employed since January 1990. She was Departmental Director of Learning and Teaching July 2000 to October 2007. Judith is the Regional Editor of two international journals, Library Management and Journal of Education, Media & Library Sciences, and is a member of the editorial boards of Library and Information Research and Performance Measurement and Metrics. A regular reviewer of journal and conference papers, Judith has been a member of numerous national and international conference planning committees, and assesses new monographs for five commercial publishers. She has a 15 year track record of active involvement in professional associations, culminating in her election as the first Leader of the new model CILIP Council (2008), and being re-elected for a further three year term, ending December 2011*

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## C2 Education and Continuing Professional Development for Indonesian Academic Librarians: A Survey.

This paper reports on ongoing research examining the present and desired state of library staff education and professional development in Indonesia. The long term goal of the research is to determine ways in which library staff in Indonesian academic libraries can be supported in order to assist the higher education sector in producing high quality research, teaching, and learning outcomes.

As part of this research a survey was delivered to all librarians working in Indonesian public universities. The proposed paper reports base-line data on the current level of education, skills, knowledge and training of Indonesian academic librarians, and respondents' perceptions on how these might be developed to provide for the implementation of a modern academic library services. The paper will report on:

- The current and desired level of qualifications of librarians working in Indonesian academic libraries;
- The current and desired level and type of continuing professional development and work place training in Indonesian academic libraries;
- The perception of Indonesian academic library staff regarding the current standard of education and library services as compared to other developing and developed countries;
- The existing role of education, continuing professional development and workplace learning in the delivery of services to Indonesian academic libraries.

The instrument used in this research was based on that used in the NEXUS survey distributed to Australian ILS professionals in 2006. NEXUS is in turn part of an ongoing collection of data relating to the education, professional development, and career aspirations of ILS professionals from other countries including the United Kingdom and Canada. The research reported in the proposed paper is the first to collect comparable data on a similar scale from a developing country. The paper will include a comparison of survey results on key indicators for Indonesian and Australian library and information staff.

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*Imas Maesaroh is a PhD candidate within the School of Media, Culture and Creative Arts at Curtin University of Technology in Perth. She has extensive experience working in academic and school libraries in Indonesia. Her current position is Lecturer in the Department of Religious Affairs at the State Institute of Islamic Studies, Surabaya.*



*Dr Paul Genoni is a Senior Lecturer within the School of Media, Culture and Creative Arts at Curtin University of Technology in Perth. His research interests have included library staff development, with a focus on mentoring, workplace training and graduate outcomes. He is the editor (with Graham Walton) of *Continuing Professional Development: Preparing for New Roles in Libraries* (Saur, 2005), and has been a member of the Executive Committee of the IFLA Continuing Professional Development and Workplace Learning Section.*

### C3 Building Relevance Amidst the Content Revolution.

There has been much discussion in the past two decades about the need for the Library profession to change. The prophets of doom and gloom have spoken loudly about the professions lack of relevance and the consequence of this irrelevance. Many have taken notice—marketing campaigns have been introduced, technologies are put in place, measures have been established etc. All these activities have kept us busy, and certainly made some improvements to services but the reality is that we have been tinkering at the edges rather than taking the giant steps that are actually needed.

The information profession is made up of many workers: librarians, records managers, archivists, data managers etc. A library is fundamentally different from a research centre, but there is a role for the information professional in both. The challenge for us all is to find a way in which the core skills and capabilities of the profession can be shown to add value to the wide variety of industries and work places in which we work. The skills and capabilities revolve around content, how it is created, how it used, how it is stored, how it is managed, accessed and utilised to create new information contributing to the ever increasing global body of knowledge.

The wider environments in which we work often fail to recognise the complexities of this cycle, and the contribution that the information professional makes to keeping relevant information available at the desk top. Big decisions whether they be company acquisitions, research methodologies or clinical trials cannot be made without appropriate content. Why then are the content managers, the information professionals under threat? Are there new skills and capabilities required by information professionals to build value in the content industry that continues to revolutionise? What is it that needs to be done for the Information Professional to truly take their place in this brave new information rich world?



*Lyn Bosanquet was appointed Director, Information Services (Scholarly Information and Research) at Griffith University, Queensland in August 2009. Lyn has held various senior sales and marketing roles providing products and services to the information and library sectors. These roles have included National and Regional roles with Elsevier, the largest world wide STM publisher, Geac Computers, a supplier of high end application software, and Baker & Taylor, the largest US book distributor. Lyn moved into the Library space in 2005. She holds a B.A., Grad Dip in Library Science (KCAE) and an M.A. in Linguistics (USyd).*



## Concurrent Session D: Seek and Keep (Part 2) – Recruitment and Retention.

### D1 Getting the Most Out of Your Mentoring Relationships.

This paper will provide conference delegates with a set of guidelines to support them in the process of establishing a mentoring relationship. Delegates will be introduced to:

- Self-explanatory Mentoring Roadmaps to be used by potential mentorees and mentors to guide them through the process of engaging in a mentoring relationship.
- An experiential presentation that will give delegates do-able strategies and techniques to take back to the workplace.

We will develop a simple, self-explanatory process for delegates that will provide information on mentoring that can be easily understood. In particular the information will include topics such as:

- Mentoring defined: What is it? What isn't it?
- Is mentoring a suitable solution to meet my objectives?
- How do I finding a suitable mentor? If I am approached to be a mentor, how do I know if I am suitable?
- Establishing and maintaining an effective mentoring relationship
- Developing a mentoring agreement
- Setting goals, giving & receiving feedback
- Recording/evaluating the progress



*Mike Allen is Managing Partner, Centre for Organisation Development. He is a specialist in coaching and mentoring programs and their integration into organisation development programs. He has devised and delivered highly successful mentoring, coaching and peer learning solutions to numerous leading organisations and State and Local Government departments. Mike has extensive senior management experience both locally and overseas; and is a sought after coach, mentor, public speaker, trainer and facilitator. Through his vast experience of the challenges and pressures faced by leaders in turbulent and uncertain environments, Mike believes successful implementation of strategy lies within the level of engagement and understanding of the people in the organisation. Mike is a qualified executive coach, who studied with Sydney University's Department of Psychology Coaching Unit. Other qualifications include a Master of Business Administration and Graduate Diploma in Family Therapy. He is an accredited administrator of the Myers Briggs Type Indicator® and Master Practitioner in Neuro Linguistic Programming.*

## D2 Investing in Your People Works – Can 40,000 Organisations be Wrong?

The research and case study presented in this paper shows that implementing commitment based HR strategies creates long term and quality engagement of employees. Furthermore, such strategies impact positively on financial as well as non-financial performance of organisations. People are attracted to such work environments and will stay longer if they know at a practical level what this means for them and what benefits will be gained personally.

This paper acknowledges the challenge to take on new thinking, strategies and policies in people management without losing sight of the fact that organisations must create sustainable business models that withstand adversity. Over 40,000 organisations worldwide use the Investors in People Standard as the framework to ensure that they develop continuous improvement as their core strategic driver. These organisations share five common characteristics:

1. Focus and Purpose, that is understood by all;
2. Focused learning and development
3. Clear and consistent leadership and management practices
4. Culture of performance feedback
5. Involving and empowering people at all levels

This may sound like an onerous and complex journey but in fact having clear leadership and taking a pragmatic view of the outcomes desired it is very much possible. 40,000 organisations can't be wrong.



*Stuart Burgess is a Director of Investors in People Australia Pty Ltd as well holding the role of Managing Director for Investors in People NZ. Stuart has responsibility for positioning the international quality Standard into the Australian environment and ensuring consistency in delivery of services provided to clients. He is recognised by IIPUK as the leading Investors in People specialist in Australasia, having assessed and advised extensively in the Australian and NZ context. In the 20 years prior to joining Investors in People he held senior management positions heading both finance and human resources functions in NZ, Singapore and the UK. Stuart has wide experience in areas of organisational development and business strategy and uses his skills to provide highly effective assessment feedback to clients in all sectors. Stuart is a chartered accountant and a member of the NZ Institute of Chartered Accountants and the Institute of Directors in NZ.*

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## D3 On the Flip Side: Considering the Career Motivations and Aspirations of New Professionals in the Information Industry.

Inverting the traditional focus of employers selecting employees, this presentation will examine various factors which are influential in job choice amongst new professionals in the information industry. This will include the important attributes of desirable jobs, expectations held about employers, as well as career motivations and aspirations.

An understanding of the mindset of early career professionals will help managers to improve job design and the long term management of this group of valuable staff. As the information industry continues to evolve, it is important to attract and retain newly qualified, adaptive information professionals with recent exposure to cutting edge technology, and with innovative ideas and inventive problem solving skills.



*Fiona Russell (BA BSc Melb GDIM RMIT AALIA) has been a librarian for almost three years. She began her career at the State Library of Victoria, and currently works for Monash University as a subject librarian. Prior to that, she worked in a variety of capacities at the University of Melbourne. She has been, at various times, a media officer, personal assistant and a bibliographer.*



## Concurrent Session E: Got what it takes? – The organisation.

### E1 Forgotten Anything? Library Staff Competencies for the Learning Commons.

Staff development within the tertiary library sector supports workplace learning through creating and promoting a continuous learning environment in which all staff develop their skills and their potential.

This consensus aim exists between all types of library as staff development programs exist to support the organisational development of any library to enable all staff to perform at their highest level of competence. But the paradigm is shifting. Exemplar library staff development programs are altering under unprecedented informational change as the traditional library environment adapts to a developing hybrid information or learning commons of social space, integrated IT services and student focused learning.

The Vocational Educational and Training (VET) Library, - with its multi-skilling, client focus on competency training and industry engagement- reflects this change in library services even more strongly as a drift from an information commons with its IT focus towards a learning commons model with its emphasis on social and facilitated learning. With this comes the need for a different type of library staff development.

But what are the staff development skills or competencies that Library Managers think their staff should have and what is considered less necessary? What is a model of staff development for the VET Library and does it relate to the learning commons model? From a tailored web 2.0 program to IT skills inventory, from understanding internationalisation and communication, a survey of 18 Victorian TAFE/VET library managers was undertaken to distil what competencies their staff require, and if so, whether they are considered as essential or simply for their library's development.

This paper suggests the skill set requirements, competencies and training needs specific for the learning commons model with particular relevance for the VET institution.



*Paul Kloppenborg is Manager of the Learning Resource Centre of William Angliss Institute. In 2007 he worked both as Library Operations Manager of the Thai Nguyen LRC in Vietnam as well as Staff Development Librarian at RMIT University Library. Paul's previous roles have included Library Manager, Science Liaison Librarian, Audio Visual Librarian, Circulation Librarian and shelver. He is also currently an adjunct lecturer for the Department of Information Studies at Charles Sturt University.*



*Damian Lodge is a Lecturer at Charles Sturt University. His previous positions include Director, Centre for Information Studies and Manager, Client & Information Services at Wagga Campus Library of Charles Sturt University. Damian is the co-director of Librarians Bookstore and is a former Director of ALIA. Damian has previously worked in libraries in NSW, Victoria and Tasmania. Damian regularly presents and publishes papers locally and internationally at both library and non library events on research related to library management and technology.*

## E2 Library Staff Development at The University of Auckland Library-Te Tumu Herenga.

The last decade has seen the introduction of a range of programmes and approaches in the area of staff development at the University of Auckland Library. The library was an early adopter of staff development, creating the first such position in New Zealand in 1994. Over the years, this position took on human resources responsibilities and with a growing number of staff (currently around 300), staff development became increasingly difficult to prioritise. In 2007, the University Librarian set-up a new body, the Library & Staff Development Advisory Group to re-focus efforts to promote and encourage professional and personal development. The brief was: to identify staff training and development needs, taking into account information from development reviews and advice from supervisors; to plan and implement an annual staff training and development programme aligned with the Library's strategic direction; to advise the University Librarian on issues relating to staff training and development; to facilitate the sharing of learning from staff development opportunities among other Library staff, including discussion of common problems and solutions in order to promote best practice and to analyse and evaluate feedback from staff about training activities in order to identify quality programmes. This paper will examine how this group have set about this task. Some of the methods used include creating tools such as a skills and attributes matrix mapped with available courses to identify training priorities and gaps; enabling the development and delivery of the required workshops; introducing library staff orientation and tour programmes and updating information for new staff, including a new staff development and training website.



*Claudia Adams is the Tamaki Library Manager and Assistant Librarian at the University of Auckland Library-Te Tumu Herenga. Her role involves managing the Tamaki campus library services that include a branch library, the university library's off campus storage facility and a bindery. Claudia's background in research has been valuable for her academic library career during which she has worked in a range of tertiary educational institutions in a number of countries.*



### E3 Out West and Down Under: New Geographies for Staff Development.

How does an institution with a staff development program know it is working? How does an institution go about setting up a staff development program and then know whether it is working? How does an institution get staff on board for the journey? These are some simple questions that have enormous implications for today's libraries and the staff who work in the Library and Information Science profession.

Limited resources, changing technologies and landscapes, mean that today's Libraries quite often have to be frugal and resilient yet at the same time be innovative to meet the needs of their clients, let alone the professional development needs of their staff.

In this paper the speakers will look at two institutions, one in the USA and the other in Australia, and provide insight into how both institutions are developing and managing staff development in their organisations.

Montana University Library, through its LEAP (Leadership, Education, Ability, Potential) group, is grappling with the challenges of embedding relevant professional development in an organisation that has minimal fiscal support for human resources. Victoria University Library, on the other hand, has a Library Staff Development Committee, a workforce plan, and an annual Training and Development program. The speakers will give a scan of professional development in two libraries on opposite sides of the world, providing insights into each organisation's strategies, challenges, and successes.

Whilst not promising all of the answers, the experiences of these organisations will challenge delegates to look at their own and their organisation's professional development needs, and assist them in mapping some alternative paths through a changing landscape.



*Garry Potter is Manager Library Staff Resources at Victoria University in Melbourne, Australia. Garry began his career in special libraries, before becoming a Reference Librarian at the State Library of Western Australia in 1991. In 1994 he moved to Melbourne, and in 1996 joined the Western Melbourne Institute of TAFE (WMIT) as the Information Services Librarian. In 1998 WMIT merged with Victoria University and since that date he has had several positions, including Campus Librarian and Campus and Staff Development Librarian. I am currently the Manager Library Staff Resources. My current position has a portfolio that includes managing the human resources and staff development needs for Library staff, managing 3 city campus libraries and Copyright for the University.*



*Janelle Zauha is Professor and Reference Librarian at the Montana State University Libraries in Bozeman, Montana. Her interest in workplace learning and professional development is fed by formative experiences as a Junior Fellow at the Library of Congress, a Research Library Resident at the University of Michigan, a Snowbird Leadership participant, and many years as a mentor and developer of leadership training in the Pacific Northwest region of the US. As the recipient of many wonderful learning opportunities she is committed to helping lead her library and other libraries in the West forward -- into an era of continual professional development for all levels of staff. Janelle holds a Masters degree in English Literature from Clark University (Worcester, Massachusetts) (1989), and a Masters in Library and Information Science from the University of Iowa (1993). Since beginning my work in libraries in 1975 (as a toddler, of course), my experience has included staff and faculty positions in a public library, three government libraries, and four academic libraries.*

## Concurrent Session F: Follow the Leader – Leadership Development.

### F1 Developing Leadership to Transform our Library: the Library Leadership Development Program (LLDP) at the University of Saskatchewan.

This paper overviews the background and context of the decision by a Canadian research library to invest in developing and implementing its own in-house Library Leadership Development Program (LLDP). The University Library, at the University of Saskatchewan, launched its inaugural LLDP (LLDP1) with 18 participants in January 2009. As a major strategic initiative LLDP1 will run through until February 2010.

The paper overviews the following:

- Leadership circumstances within the Canadian research libraries, with particular reference to *The Future of Human Resources in Canadian Libraries (the 8Rs Study), 2005*
- The University Library at the U of S and its Strategic Plan, with particular reference to its relationship and engagement strategy and other strategic HR initiatives
- The conceptualisation, content and competencies of program.



*Dr Vicki Williamson is the Dean of the University of Saskatchewan Library, in Saskatoon, Canada. Her career includes positions in Australian higher education in senior positions in academic libraries and University executive administration. She was University Librarian at Curtin University of Technology in Perth, Western Australia (1992-2001), including a concurrent appointment as Foundation Director of Australia's first Prime Ministerial Library - the John Curtin Prime Ministerial Library from 1992-2001. Prior to moving to Canada in 2006, Dr Williamson was Pro-Vice-Chancellor (Administrative & Academic Support) at the University of Ballarat in Victoria (2001-2006). She is a past Governor-in-Council appointee and Deputy President of the Library Board of Victoria - the governing body of the State Library of Victoria. Dr Williamson's academic qualifications include a Doctor of Education (EdD) from Curtin University and her doctoral research was awarded the Australian College of Education (WA Chapter), 1999 Award for Excellence in Post-Graduate Research in Education. Dr Williamson's current research interests include strategic planning, change management and the education and training of the library and information services workforce. She is the chair of the Canadian Association of Research Libraries (CARL) Education Group, which co-ordinates on-going discussion and relationship-building between CARL and others interested in the education of librarians, such as the Canadian Council of Information Sciences (CCIS) and Canadian Library Association (CLA).*

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## F2 Looking Beyond the Horizon: Founding an Executive Leadership Program for Senior Library Managers in Australasia.

In February 2009, the inaugural CAVAL Horizon Executive Leadership Program (Horizon) graduated its first cohort of 12 senior library and information managers from Australia and New Zealand. Horizon is Australasia's first and only executive program specifically designed to prepare senior library and information managers for appointments at Director-level and above. The inaugural Horizon offered an integrated program of executive learning and development inspired by lighthouse leadership programs within Australia and overseas. The four month Horizon program included two residential workshops (the first at Werribee Park outside Melbourne and the second in Sydney), individual projects, unprecedented access to Industry Leaders from within the library sector and CEO's from large private companies, and a highly successful series of coaching tele-workshops. Following their graduation from the program, Horizon alumni have used an e-list and other networking opportunities to form a strong and mutually supportive community of practice. This paper provides an overview of the Horizon project from the commencement of planning in 2006 through to the graduation of the first cohort in February 2009. The authors, both co-facilitators of the inaugural program, share a range of insights about the development and facilitation of the program and discuss the critical lessons learned in relation to future executive programs of this type.



*Richard Sayers is Director, Capability Development for CAVAL and is based in Brisbane. His responsibilities include CAVAL's international training and consulting programs and Horizon – Australasia's first Executive Leadership Program for Senior Library Managers. Prior to joining CAVAL, Richard worked as a senior library and information manager in government agencies and universities in Australia. Richard facilitates and consults in the area of organisational capability, strategic planning and leadership development, and is the author of two books; the first for UNESCO in 2006. He is a Fellow of the Australian Institute of Professional Facilitators and Associate Fellow of the Australian Library and Information Association.*



*Annie Talvé is a creative thinker who works with people in business to design new ways to work together, communicate with clarity, and improve profitability. She has worked on large, complex projects such as mergers and acquisitions and multi-million dollar infrastructure and service delivery projects. She is a skilled and versatile communicator, group facilitator, project manager and writer. With her colleague Monica Redden, Annie developed and co-facilitated the inaugural Horizon program for CAVAL.*

### F3 What was the Plan? Strategic Leadership Development for the Library Sector.

How do we develop the next generation of executive library leaders? What is our plan as a sector to ensure that proto-executives have the necessary self awareness, confidence and political acumen to lead large and increasingly complex organisations? As part of its experiential learning framework, the CAVAL Horizon Executive Leadership Program brought together four library Industry Leaders, all senior executives in their organisations, to create a wealth of experiences, insights and accomplishments on which participants could draw for inspiration and advice. This paper provides comment on Horizon and its links to strategic leadership development for the profession from the perspective of the four Industry Leaders.



*Margaret Allen is CEO and State Librarian, State Library of Western Australia, Perth. Margaret's library career began in 1980 when she graduated with a BA (Library Studies) from the University of South Australia. During her career she has worked in Public and Special Libraries. Margaret also worked for several years in the IT field for a major library management software vendor in a variety of roles including systems design, development, training and consulting - a job which gave Margaret the opportunity to travel the world and see and experience many different libraries. Margaret is an Associate Member of the Australian Library and Information Association. Prior to her appointment as CEO and State Librarian of the State Library of Western Australia in November 2004, Margaret was an Associate Director with the State Library of South Australia during a time of significant organisational change and major building redesign.*



# General Information

## Conference Registration Desk

Registration will be held in the foyer area. The Registration Desk will be open from 8:30am on the 15th and 16th October.

## Name Badges

Your official name badge must be worn at all times, as it is your entry to all sessions and social functions.

## Catering

All lunches, morning and afternoon teas will be served in the registration foyer.

## Conference Dinner

The conference dinner will be held at the Melbourne Aquarium on Thursday 15th October, from 7:00pm. The dinner is included in the conference registration. For more information about the Melbourne Aquarium, <http://www.melbourneaquarium.com.au>

## Emerald Breakfast

Emerald Publishing will be hosting a breakfast for all conference attendees on Friday 16th October commencing at 7:45am. The venue will be the VU Learning Commons on level 15 of the conference building at 300 Flinders Street <http://w2.vu.edu.au/library/LearningCommons>

## Conference Papers

Full abstracts, pre-publication papers and presentation slides will be available to view and download after the conference from the website at <http://www.caval.edu.au/hrconference>

## Lost Property

Please report any lost property to the Registration Desk.

## Special Needs

Every effort is made to ensure people with special needs are considered and catered for. Should you require assistance with special requirements, please contact the Registration Desk.

## Contact Number – Enquiries and Emergencies

Please contact the conference organisers on +61 3 9459 2722 during business hours or 0438 459 271 after hours.

## Conference Committee

**Garry Potter**, Victoria University

**Paul Kloppenborg**, William Angliss

**Richard Sayers**, CAVAL

**Sue Henczel**, Deakin University (to August 2009)

**Tracy Robertson**, La Trobe University

## Conference Support

**Jaime McCowan**, CAVAL

**Linda Rooney**, CAVAL



