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

Paul Cardwell

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Roadmap

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

• Four regional and metropolitan campuses
• 35,000 students and 2,900 staff
• Focus on distance and flexible education
University and Library planning process
Background

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

1. Service Purpose Statement
2. Key Objectives
3. Activities and tasks
4. Service standards
5. Outcomes
6. Performance measures
• 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

- Environmental needs
- DU Planning
- Position Descriptions
  - Performance Review (PPR)
  - Career Succession and Planning
- Library Planning and Continuous Quality
  - Improvement Processes (Library Action Plan, Internal and external Reviews)
- Level 3 - Individual Development Needs
- Level 2 - Group Development Needs
- Level 1 - Library-wide Strategic Development Needs
- Personal Development Plan
- PPR
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