University of Wollongong

Library

1999 Annual Report

INVESTOR IN PEOPI

Library

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University of Wollongong

Contents

University Librarians Review

Looking ahead

Core business for the Library is supporting the teaching, learning and research needs of the University community and this is reflected in our mission statement. This statement, however, is deceptively simple. The traditional processes involved in acquiring print materials and making them available for loan, once the mainstay of operations, now constitute only one component - still an important one - of a rich and complex array of functions and services which go to the very heart of the University's own mission and its vision of *achieving distinction as a research university with an International reputation for the high quality of its student-centred undergraduate and graduate education.*

The information environment, which will support the achievement of these goals, is seemingly infinite in its richness and variety and, in theory, instantly and universally accessible. In reality, the quantity of information, unfiltered by reference to authority, quality or relevance can be overwhelming. Leadership and expertise in navigating the complex scholarly communication environment is provided by librarians to an increasing extent. By packaging or customising access to resources and by tailoring services to meet the specific needs of individuals or groups, librarians are adding significant value to the traditional core processes of locating and organising information for undifferentiated access.

Involvement of the *information experts* at the planning stage of course development is becoming critical to educational outcomes, as knowledge of availability, accessibility and affordability of resources may influence the content, timing and mode of delivery of programs.

Information literacy, possession of the skills needed to manage information effectively, is a fundamental attribute needed by librarians, students and academic staff alike. Ensuring that students graduate with these skills, essential for success in their chosen profession, and for enrichment of their lives as a whole, can only be achieved by academic, library and administrative staff all working closely together to develop the most creative and lasting approaches to the integration of information literacy skills into the curriculum.

The Library's role in the management of information literacy, together with statistical and computer literacy, has been increasingly recognised and enhanced by the leadership of our Manager, Client Services, Lynne Wright in her long-standing role as Chair of the University's Tertiary Literacies Working Party and, more recently, as a member of the University Education Committee.

Course planning has been similarly improved by the inclusion of faculty librarians in Faculty Education Committees, which is indicative of a growing recognition of the strategic importance of planning library and information support for programs early in the process.

The vision

In the light of the above, it was timely to have a fresh look at our vision and mission statements, to review current strategies, in the context of known and predicted environmental changes, and to decide which initiatives should be introduced to position the Library for continued success and sustainablility.

The Library Consultative Committee provided invaluable advice and support, particularly in critically examining the Library's proposed scenarios and in reviewing stakeholder expectations, as well as continuing to provide input into the development of current and future services. Following consultation with all stakeholders, a new vision was agreed:

> *Our vision is to be recognised as a knowledge resources centre of distinction, integral to the realisation of the University community's goals and aspirations. We will:*
>
> - *contribute to the education of information literate graduates, equipped to enhance the quality of our society*
> - *foster staff who are innovative information specialists, skilled in providing exceptional service, customised to meet individual needs and preferences and*
> - *structure systems and develop gateways to provide integrated, convenient and client-friendly access to resources*

The vision sets a challenging agenda for innovation, a challenge which has been taken up in the action plans of all teams. Progress already made is described in this Report. In particular, innovative strategies will be developed to address the strongly articulated need of staff and students, for convenient and timely access to resources. Convenience may mean the timely availability of professional help. Our help desk service, for example, has been supplemented by an online service: *email a librarian.* It may mean tuition in electronic searching skills at a convenient time and place. This need is being addressed through our successful *Academic Outreach* program and the introduction of an online database tutorial. It may mean availability of library resources from home, study hall or other locations. Expanded provision of web-based, networked resources is helping meet this need. Encouraging innovations such as these from all staff is the aim of the Innovation Management Policy, developed and implemented this year.

Value for money

Provision of an extensive range of services has profound funding implications for staff, technology and information resources. With a slightly improved exchange rate and continuation of supplementary funding from the University, serials cancellations were avoided this year and enhancement of the information resources base was possible. In providing access to additional full-text databases, the priority was to achieve value for our investment.

Negotiations for improved pricing structures, licensing arrangements and service levels were conducted both locally and nationally. The Council of Australian University Librarians (CAUL) has contributed immensely to the collective bargaining power of university libraries and to the range of resources available for consortial purchase. At the local level, the development of service level agreements and negotiation of site-specific licensing requirements have helped eliminate some of the more restrictive provisions proposed by suppliers, as well as improving functionality and responsiveness.

Value was also achieved by aiming for the best possible match between client needs and available titles. Knowledge of faculty needs was aggregated from serials surveys conducted in 1998 and from the development of Faculty/Library profiles this year. Designed to improve the correlation between faculty needs and expectations on the one hand, and Library resources and services on the other, the profiles provided vital input into the selection of data bases and other resources.

Guaranteeing the best possible return on the University's investment in its Library, means regular measurement, review and improvement of processes. Strategies described throughout this Report have not only led to improved service delivery but also to reduced processing costs. Outcomes include overall savings in processing costs of nearly 37% since 1997, as well as more efficient processes, capable of meeting the stringent turnaround times and service levels demanded of them. Savings have been redirected to information resources, direct assistance to clients and to the ever-burgeoning cost of equipment and systems to support distributed digital services. Neil Cairns, the Manager, Technology and Corporate Services has planned the installation of intelligent terminals throughout the building, capable of accessing all Library resources available via the web and over the network. In response to feedback, provision will also be made for students to use word-processing and other applications from Library terminals.

UNISON and CAUL

The University Librarian was elected to the role of Deputy Convenor of UNISON, the body representing libraries in NSW and the ACT, which is convened by a member of the NSW Vice-Chancellors' Conference (NSWVCC). This was followed by election to the Executive of the national representative body, the Council of Australian University Librarians, (CAUL), which provides overall leadership for academic libraries.

In NSW, a meeting arranged by UNISON with the NSWVCC provided a forum for a useful exploration of the complex issues affecting the nation's research information infrastructure. Priorities identified by the Vice-Chancellors, for further investigation by UNISON, were the provision of site-licences for major electronic datasets and the distribution of digital information for teaching and learning, (formerly referred to as *e-reserve*). UNISON working parties have reported on both issues which will be taken up nationally through CAUL.

South Coast Education Network

Readily available resources online, plus reliable networks and equipment will be critical to student satisfaction with library services developed for the South Coast Education Network. Although the University's new Shoalhaven Campus includes a Library and Access Centre, print resources have been kept to the minimum needed to meet core course requirements and reference assistance. Outreach Librarian, Craig Littler, has planned all facets of the new services, including the building, equipment, furniture, resources and staffing in meticulous detail. The Library is confident of meeting its aim of delivering services of equal quality to those delivered centrally, when the campus opens next year.

Valuation of the collection

Audit guidelines adopted by the University's Assistant Director, Finance necessitated valuation of the Library's collection to a new standard. The methodology was proposed and the process was ably steered by the Manager, Resource Services, Traci Rice, who worked closely with the Assistant Director, Finance, Allan North to achieve an outcome which will be acceptable to the Auditor-General, be efficient in terms of Library and Finance office administrative input, as well as reflective of the value of our collections.

Quality and Business Excellence

The *Australian Business Excellence Framework* continues to guide and inform the way we manage all aspects of our organisation, as well as inspiring us to further improvement, as the Framework itself is continually improved to reflect the evolving business environment. Recognised as a *Finalist, Australian Quality Awards for Business Excellence* in 1998, the Library has built on its success by using the very constructive feedback, received from the Australian Quality Council's evaluators, as improvement opportunities. Our Quality Coordinator, Margie Jantti, qualified this year as an evaluator for the Awards process, an achievement which is proving beneficial in terms of enhancing the expertise available for our pursuit of excellence, in furthering Margie's own development and in contributing to the success of the Awards process itself.

Investors in People

Recognition as an *Investor in People* (IiP) was a satisfying conclusion to a year of solid improvement, notably in the area of resource management. It was both rewarding and personally satisfying to be recognised as a *best-practice* organisation for the management and development of staff. Developing commitment and lifelong learning skills for all staff, skills which are critical to success and sustainability in our volatile environment, is constantly challenging. Our achievement, therefore, is one of which all staff can justifiably be proud, and I would like to thank all staff for their contribution to the continuing success of the Library. Preparation for the assessment process was a team effort, however, the commitment and sheer hard work of our Staff Development Officer, Lorraine Denny, was fundamental to both meeting and exceeding the IiP standard.

Felicity McGregor
University Librarian

Sue Chapman, CEO of NATA Certification Services International, presenting Felicity McGregor with the IiP plaque

QSE and the Annual Report

The integration of Quality Management into all Library processes and services is reflected in the format of the Annual Report.

The report is organised around the five *Critical Success Factors (CSFs)*, agreed by all staff. The *CSFs* represent the outcome of feedback from our clients and other stakeholders, environmental analysis, both internal and external, as well as our vision for the future, documented in *Prospect 2005*. Achievements are reported in terms of *Key Performance Indicators (KPIs)*, identified for each *CSF*. Goals have been developed to ensure success in each performance area.

This overall analysis provides the framework for the detailed Strategic and Operational Plans, in which all Library teams develop relevant goals and improvement strategies, accompanied by improvement indicators and measures.

The Strategic Planning Process has been reviewed for 2000.

Critical Success Factors

Client Service Satisfaction

Effective Support for Research, Teaching and Learning

Effective/Efficient Resource Management

Innovation

Staff Wellbeing

Mission

Our mission is to facilitate access to quality resources and services for excellence in research, teaching and learning by:

- *delivering a range of services and technologies to enable retrieval of needed resources, irrespective of their format or location and*
- *providing leadership and expertise in navigating an increasingly complex and diverse scholarly information*

Client Service Satisfaction

KPI: Service desk satisfaction

Reserve collection survey

A survey of client satisfaction with Reserve collection services aimed to measure the effectiveness and appropriateness of services and service delivery. Six hundred surveys were distributed and a 68.4% return rate was achieved with all faculty groups represented. The survey outcomes revealed a strong correlation between the importance our clients place on Reserve services and how they perceive the services are performing in meeting their needs. The congruence between importance and performance was most evident in the following areas:

Q6   Reserve staff are approachable and easy to talk to

Q8   Reserve staff help me to use the electronic resources in the area

Q10   The equipment in Reserve is in good working order

Q17   Library staff are sensitive to cultural differences

Q19   It is easy to make a compliment, comment or complaint about Reserve services

Overall, the gap between importance and performance was mostly below 0.4 on a scale of 1 (low) to 5 (high). Only in one instance was the gap score greater and this was for a question relating to the *range of materials held in Reserve meeting the course needs of clients*; a gap score of 0.84 was recorded.

In response to the survey results, the Lending Services team will prepare a display illustrating the outcomes, identifying improvements and highlighting alternate services available to clients to help meet their coursework needs. Focus groups scheduled for 2000 will also be used to further define clients' interpretation of *range of resources* and their expectations of a Reserve collection.
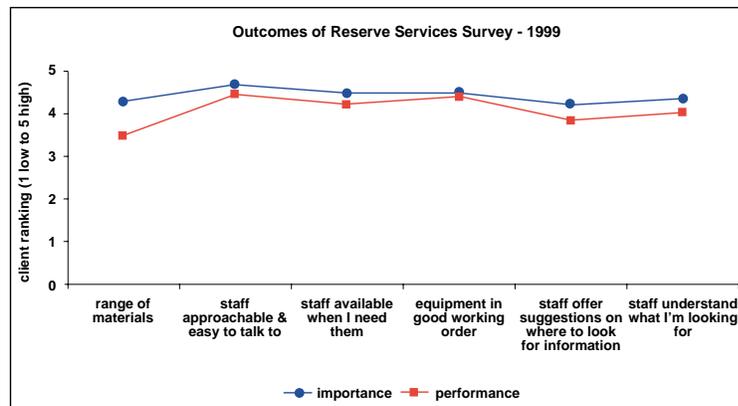
A survey was conducted also in the Curriculum Resources Centre Reserve collection, which provided lecturers with usage statistics for material placed in Reserve. Positive feedback was received and the collection shows a steady increase in use over the past three years.

Self checkout units

Strategies aimed at increasing use of the self checkout units included a promotional week in August. Liaison with the Academic Registrar's Division resulted in replacement cards being offered to students who were unable to use the units, due to the inferior quality of the barcodes on their cards. A 10% increase in usage of the units occurred during the promotional period, resulting in a reduction in queues at the Loans Desk.

Statistics indicate a 14% increase in usage over the 1998 figure.

Self Checkout Use Trends 1997 to 1999

% Loans — ■— Target

KPI: Client feedback

Identifying clients needs

Processes used to determine current and future needs of clients and stakeholders included:

- Scenario planning with the Library Consultative Committee
- Meetings with Deans to discuss service implications arising from the Faculty/ Library profile data
- Meetings with faculty Library Liaison Officers to explore improved purchasing procedures
- A forum with the coordinator and students of the Diploma of Education to explore ways to increase the relevance of resources in the area of secondary education
- Surveying students to obtain data on lower attendance at library instructional workshops
- Focus groups with third-year nursing students to discuss the benefits of their first-year library information literacy program
- A range of student focus groups to reassess client needs and expectations of library and information services.

CCC feedback system

Improvements to services and facilities continue to be identified through the Compliments, Comments and Complaints (CCCs) forms. Over a four-year period, feedback levels have remained relatively stable. The main variations are a decline in the large number of comments and book requests received in the first year of operation and an increase in complaints in 1998 due to a major relocation of the Law Library.

	1996	1997	1998	1999
Compliments	159	145	151	159
Comments	319	194	172	160
Complaints	44	13	36	17
Book Requests	251	141	115	193

Improvments made in response to feedback include:

- The provision of an overhead projector for student use in the group study rooms
- Increased frequency of cleaning of some facilities by establishing more stringent provisions in the service level agreement with cleaning services
- Improved lighting in the Special Collections and Reserve areas
- A larger screen and more powerful projection equipment in the Teaching Lab
- Serials Current Display shelves re-labeled in a more visible format.

Client feedback week

In order to capture informal feedback from clients, a Client Feedback Week was initiated. During the week, staff recorded informal feedback from service transactions or observation of clients using services and facilities. Suggestions for improvement were captured for incorporation into future planning.

### Client service skills workshops

Workshops are run on a regular basis and this year the emphasis was on *value-adding*. In a period of increased competitiveness and commercialisation of the information industry, continuous enhancements to *Quality and Service Excellence* will be imperative for sustainable success.

An extensive range of suggestions for adding value in client interactions was provided by participants and will be incorporated in action plans for the coming year.

KPI: Materials availability

Shelving accuracy

A shelving accuracy survey, conducted in May, showed that the service guarantee of 99% accuracy has been maintained. The Loans and Curriculum Resources teams have consistently met this target over the past five years.
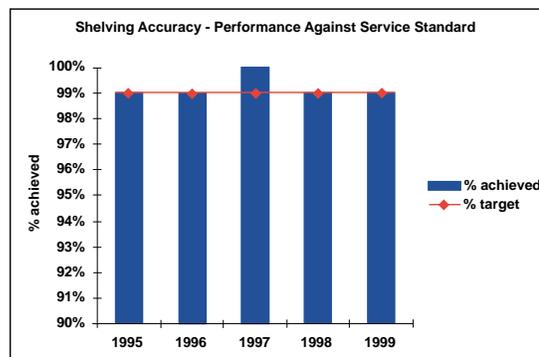
Returns processing

The Loans team has improved the approach to monitoring returns processing times by collecting sample data each week, rather than snapshot activities several times a year. Five items are tagged at random and reported via control charts. The team has reduced the original standard from 90 minutes to 75 minutes and the results for 1999 show most items are processed for return within 10 minutes of deposit. The team will be amending their service standard to reflect this trend. The accuracy of checking in of items has been identified for measurement in 2000.

Returns Processing Time 1999/2000
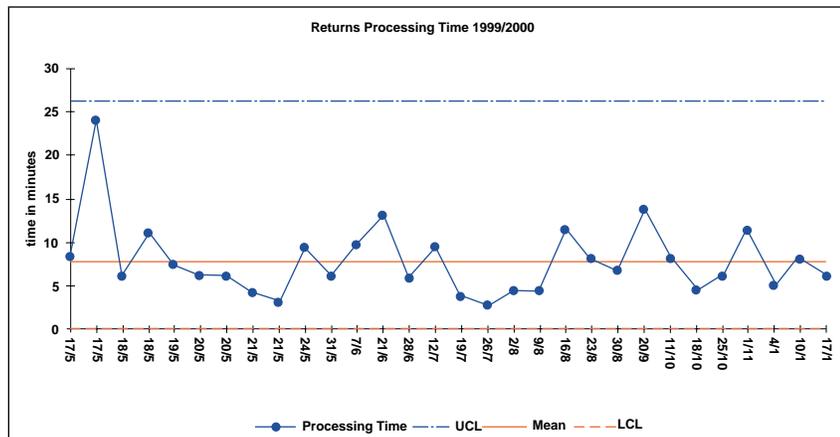
Promotions and publicity

Events organised by the Promotions Committee during 1999 included a variety of exhibitions in the foyer, with information displays for Orientation Week, the South Coast Educational Network (SCEN) and the new Electronic Databases Tutorial.

A flow chart of activities for the ILIP100 compulsory program was displayed to assist students to understand the requirements for completion of the compulsory information literacy requirement.

A display of damaged and defaced material aimed to encourage students to report any incidence of damage to Library resources. It was also designed to raise awareness of the effect of damage on the availability of needed items for all students.

The staff of the Curriculum Resources Centre mounted a colourful and interesting display of puppets created by students in the Faculty of Education.

Book launches

In support of their colleagues, Library staff members attended functions to launch books written by the University's academic staff and books were either purchased for the collection or donated by the authors. These included:

Public sector accounting and accountability in Australia by Warwick Funnell, Kathie Cooper

Backstreets by Robert Hood

White turtle by Merlinda Bobis

*Teaching for flexible learning : learning to apply the technology* by Richard Caladine

Miles Walker, you're dead by Linda Jaivin

Effective Support for research, teaching and learning

KPI: Access to research resources

Electronic databases

Increased internet access to databases was welcomed by clients as more of the CD ROM databases were transferred to the web, thus increasing the ability of staff and students to search for information from their home or office. An indicator of the popularity of this mode of access was the increased number of requests for the handout: *Off-Campus Access to Library Databases.* Databases providing access to the full text of articles showed a dramatic increase in usage, which is largely due to their promotion and improved accessibility. Evaluation of supplier reliability and technical support resulted in the transfer of a number of databases to a new supplier. This change is intended to deliver improved functionality, a common interface and faster updates of database content.

Electronic Databases - Accessibility Trends
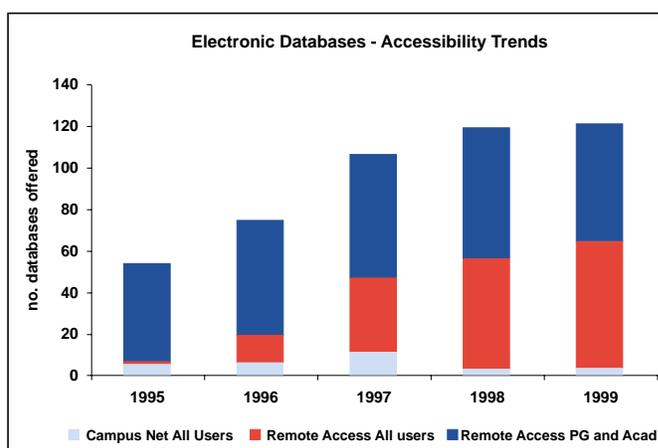
Database trials

A number of database trials were negotiated, with preference given to exploring full-text databases rather than indexing or abstracting services. This approach formed part of a strategy to meet specific discipline needs and to expand the range of serial titles available. Relevance to identified needs, non-duplication of similar resources and licensing conditions were important considerations in the assessment of the databases.

Significant improvements, resulting from the trials, included:

- Transferring from *Classic LEXIS* to the web version. The web interface is more intuitive and allows access for multiple, concurrent users
- Cancelling *Mathematical Reviews* and *Current Index to Statistics* in print and subscribing to *Math Sci Net*
- Subscribing to *Sci Finder Scholar* which replaces *Chemical Abstracts* on CD ROM and now provides networked access.

A number of CAUL initiatives were negotiated and established for trial in 2000. New databases which will be trialed include:

- IDEAL - access to the full-text of all Academic Press journals since 1996
- Health Reference Centre Academic - a fulltext database of 150 journals and some reference books covering health information for nursing and allied health areas. This database will complement the CINAHL and MEDLINE databases
- Blackwell Science/Munksgaard - access to 200 fulltext serial titles in the science and medical areas
- Highwire Press - subscriptions to the electronic format only of two serials - *Genetics* and the *Journal of Cell Biology*. These titles will be used to assess *electronic only* subscriptions.

The *Electric Library* database will also be trialed in 2000. This database includes general current affairs information from newspapers, magazines and radio transcripts and will enhance the availability of resources for South Coast Educational Network students, as well as the main campus community.

Academic outreach program

Academic Outreach is an initiative developed to meet the needs of a particular client group for individual tuition in the use of electronic resources. Faculty librarians contacted 71% of the target group and have provided sessions for 47% already. Tuition concentrated on electronic resources available from the desktop and was tailored to specific needs. Services of particular interest have included table-of-contents alert services, access to fulltext electronic journals, subject-specific web pages developed by the faculty librarians, and submission of interlibrary loans electronically via the *Quicksilver* system. Faculty librarians will contact remaining academic staff in the coming year.

UNISON agreement and reciprocal borrowing

A new UNISON Borrowing Agreement (UBA) was negotiated among NSW and ACT university libraries. The Agreement allows borrowing privileges for students at all participating university libraries for a $40.00 annual fee. The agreement was reviewed during the year with no major changes being made for 2000. Wollongong currently has 295 students from other libraries enrolled as borrowers and 595 of our students are registered with other libraries. 380 of these are studying through the University's Sydney Centre.

Off-Campus library services

There has been an overall decrease in the usage of the off-campus library service during 1999. This may be due, in part, to the use of packaged information materials in distance education courses, access to reciprocal borrowing arrangements at other university libraries, and the increasing availability of full-text electronic resources. While the total number of requests has decreased, the number of items delivered to students has increased from 50% to 62% of the total requested. The proportion of requests received via email continues to increase, with over 50% now being received in this mode.

KPI: Collection relevance

Suggestions for purchase

Data from various surveys indicate that students perceive that there is a lack of availability of resources to meet their particular needs. Collection relevance was identified as a key ongoing strategy at the planning meeting at the beginning of the year. Group brainstorming resulted in numerous strategies being identified, which were subsequently implemented by all teams. One of the key strategies is to encourage students to use the Suggestions for Purchase function on the catalogue. All suggestions for books and audiovisual or media material are purchased, if both available and relevant to teaching and research programs. Statistics show an upward trend in purchases. Other strategies include improving liaison with academic staff on selecting material and improving the new title information profiles.

Client Suggestions for Materials to be Added to the Library Collections
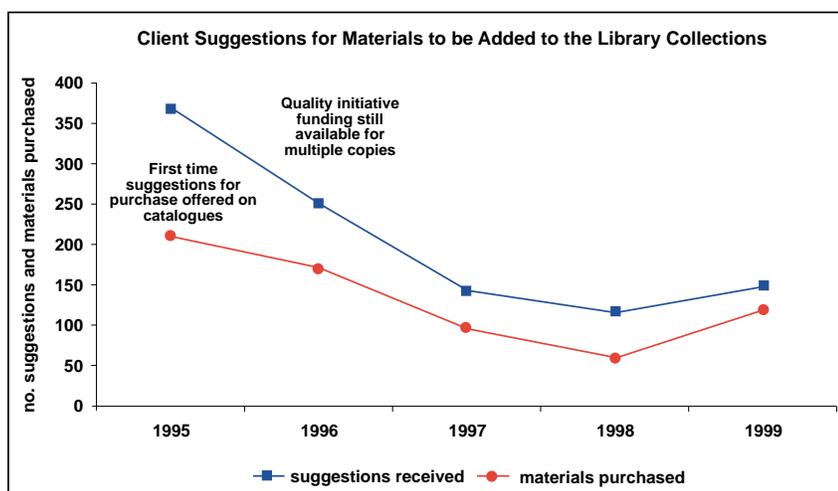
Serials survey

The results of a University-wide survey to identify key serials needed for research and teaching were analysed to establish the extent to which the existing collections satisfied these needs. Broad results included:

- The Library is able to satisfy an average of 62% of academics serials needs
- An average of 60% of a department's needs is met by subscriptions attributed to that department
- An average of 40% of a department's needs is met by subscriptions attributed to other departments and faculties.

Survey results contributed to the selection process for new data-bases.

Library profiles

A major achievement in 1999 was the development of a Library profile for each faculty and department. Aimed at both academic and Library staff, the profile outlines the variety of information services provided for each discipline. Incorporating demographic data, teaching and research areas, infrastructure details, budget information, usage rates, major resources and future directions into the document has enabled a picture to be drawn of current resources and areas for improvement and development. The information literacy services provided by faculty librarians were charted to enable faculties to map the stages at which students are gaining information literacy skills.

Feedback from Deans and faculty members resulted in a number of actions to improve collection relevance. Data from the profiles was also used throughout the year in developing the collection valuation process, re-evaluating supplier new title information, analysing new database offers and as a familiarisation document for new staff. The profiles will be updated annually, with the aim of providing trend data to further improve the tailoring of services to specific staff and student needs.

Donations

A collection of historical school education material was donated by the Department of School Education. Material relevant to research and teaching needs will be retained in a collection named: *Doris Chadwick 'History of School Education' Collection*. Doris E. Chadwick was involved in the editing of the *New South Wales School Magazine* from 1929 to 1959. Materials date from the 1890s to the late 1960s and include school magazines and texts, primary readers and curriculum and syllabus items.

KPI: Information literacy level

Information literacy profiles

An Information Literacy Profile was developed for each faculty, providing specific detail on the range of library skills classes integrated into various subjects. This data enables faculties to map which information skills their students attained during their courses and when the skills were attained. The Profile also assists faculties in assessing the extent to which they are covering the skills articulated in the University's Attributes of a Wollongong Graduate.

The Information Literacy Profiles were used in a colloquium initiated by faculty librarians and attended by representatives from each faculty. Issues relating to the integration of information and library skills into the curriculum were explored and included the content and purpose of the Information Literacies Introductory Program (ILIP100). Extension of these basic skills will be achieved through progressive integration within the curriculum. Agreed follow-up actions include documenting information literacy strengths and weaknesses for each faculty, enhanced communication and closer interactions between Course Coordinators and faculty librarians.

Information literacies introductory program ILIP100

The compulsory Information Literacies Introductory Program for all newly enrolled undergraduate students was further developed as a zero credit point subject (ILIP100) to streamline administration of the program. The new version of the program has proven highly successful, with approximately 75% of students completing the web-based assignment by the end of Week 6 of Autumn Session.

2084 students attended ILIP100 classes held in the Library and approximately 350 completed the self-paced option. The operation of the Web-based assignment was enhanced with assistance from ITS staff and a daily email reporting mechanism was established to track the number of students who had completed the assignment.

An evaluation of the program was conducted at the end of Autumn Session. A sample of 162 undergraduate students completed questionnaires, with 60% of respondents perceiving that the program had added to their information skills to a great extent, and a further 30% perceiving that the program had made a moderate contribution to the development of their information skills.

Discipline-based information literacy programs

Faculty Librarians continued to develop a range of programs for undergraduates, postgraduates, and academic staff, with the aim of integrating information literacies instruction into subject curricula. There were significant increases in the number of students attending programs (22%), the number of presentations given (13%), and the number of presentation hours (11%).

Information literacy workshops

In response to client feedback, all workshops were converted to a *hands-on* format by Spring Session. The *Electronic Databases: Getting Started* workshop, which continues to be the most heavily attended, has been revised so that the presentation time is reduced, thus allowing more hands-on time.

Results of workshop evaluations indicate that, despite declining attendance, participants continue to rate workshops highly, with a 20% increase in the proportion of participants rating the workshops as *very worthwhile.* Participants' ratings of the appropriateness of workshops, of presenter effectiveness, and of assessment of their skills after attending a workshop have also improved. Lower attendance figures may be due, in part, to an increase in information and computer literacy among students and the success of the curriculum integrated skills programs conducted by the Faculty Librarians. Attendance at Internet workshops *(Introduction to the Internet and Searching the Internet)* remains fairly constant, with a slight increase this year in the number of participants.

Client Satisfaction with Library Workshops

Research edge

The Research Edge program continues to be in demand by postgraduate students and academic staff. The program is continually revised to meet the changing needs of clients and to accommodate the changes in information access. Two one-day intensive courses were conducted on 28 and 29 June. Day 1 covered *Journals and Databases for Research* and Day 2 covered Researching via the Internet. The courses were well received by the participants with feedback such as: *The course outline is great! I recommend that every enrolled student undertake this information skills seminar.*

KPI: Document delivery

The Interlibrary Loans and Serials teams merged early in the year to form the Serials and Document Delivery team. The merger reflects a shift from print to electronic journals and, due to serial price increases, the need to acquire articles on a *just-in-time* basis as an alternative to print serials subscriptions. This trend means that improved turnaround times will become even more critical to service

excellence. Team standards aim to process all internal requests within two working days and 89% of requests were processed within the standard. Although this falls short of the target of 95%, the gap in performance can be attributed to the prolonged down-time of key equipment and networks.

Kinetica

In September the National Library's ABN Interlibrary Loan system was replaced with the Kinetica Document Delivery Service, which is a web-based system. ABN was decommissioned due to lack of Y2K compliance. Problems in processing requests have been experienced as a result of slow system response times and software which has not been specifically designed for Kinetica users' needs. However, the National Library of Australia is monitoring response times and future software updates should work towards enhancing the service.

Otago benchmarking

A key to the success of continuous improvement is the regular evaluation of core services and processes and comparison with providers of similar services. A benchmarking opportunity was offered by the University of Otago Library, New Zealand seeking partners to benchmark their document delivery processes. Outcomes sought by the University of Otago Document Delivery department included:

* Identifying standards of excellence to measure performance gains
* Developing ongoing strategic objectives reflecting best practice.

During the survey period, 100% of supplied requests were receipted and processed, with clients notified of arrival within one day of receiving the item in the Library. As a result of this study, the parties recommended the benchmarking sampling be repeated during April/May 2000. This is to provide additional information in the form of:

* Reliability of data gained across two years
* The effects of new software, ie. Kinetica and Te Puna
* The ability to meet new targets proposed as an outcome of this study.

Web site

Changes to the document delivery web pages improved the process of requesting documents online. These included:

* a *Payment Authorisation* form
* a link to *Quicksilver*, the electronic interlibrary loan request form
* a reminder to check the fulltext databases available via the web

Electronic request of interlibrary loans

A bookmark, designed to promote the *Quicksilver* online request forms, has contributed to an increase in registered users in 1999 of 130%, over the previous year, and of 12% in the total number of requests submitted.

effective/efficient resource management

KPI: Budget utilisation

Budget summary

The injection of $500,000 into the bookvote aproved by the University Council at the end of 1998 was welcome and represented partial compensation for the effects of the devaluation of the Australian dollar. Although purchasing power has not returned to pre-1998 levels, further cancellations of print subscriptions were avoided in 1999. Monograph acquisitions were restored to some extent, although still falling short of figures achieved prior to 1998. More rigorous negotiation with suppliers on pricing, particularly on the acquisition of electronic data sets, restricted over expenditure to .1% of the bookvote allocation.

Overall, the percentage of the budget actually expended on information resources increased by 1% while expenditure on staffing decreased by 1%. Although there was minor overexpenditure in the salaries line, the figure represent only 48% of total expenditure, well within planned targets.

	1998	1999
Budget	$6,311,000	$6,660,000
Income	$413,188	$226,131
Total	**$6,724,188**	**$6,886,131**
Allocations		
Bookvote	$2,734,721	$3,081,596
Salaries	$3,399,030	$3,293,371
Equipment and Operational	$590,437	$478,223
Total	**$6,724,188**	**$6,853,190**
Expenditure		
Bookvote	$2,901,805	$3,085,653
Salaries	$3,249,424	$3,319,255
Equipment and Operational	$590,777	$596,253
Total	**$6,742,006**	**$7,001,161**

Cost trends

A Services Costs Report was first prepared in 1996 as a communication medium to highlight the implications of the University's Reshaping Program. The reports have since been prepared annually to illustrate changes made to services and functions as a result of reshaping and, more importantly, to measure the success of the various service improvements and cost reduction strategies forming part of the *Quality and Service Excellence* program. The costs reported reflect the salary and operating budget allocations for key services.

Given the fluid nature of team and operational functions, the report provides a *snapshot* of annual trends in key function areas. The most significant trends are the decreasing costs in processing activities and the increased allocations to client

services and technology development. Progressive automation of processes, e.g. electronic ordering, *Ariel* and the continued exploitation of *Innopac*, coupled with the recommendations for changes to work practices outlined by the Strategic Realignment project team, have all contributed to a reduction in the processing costs. The merger of Technical Services teams also resulted in significant savings.

The impact of these strategies is demonstrated below:

- Acquisitions costs reduced by 36.3% since 1997
- Cataloguing costs reduced by 24.5% since 1997
- Serials costs reduced by 21.2% since 1997
- Interlibrary Loans costs reduced by 59.5% since 1997

representing an overall 36.7% ($490,687) saving in costs for Technical Services functions since 1997.

Savings have been deployed to augment essential upgrades to information technology, strategic investment in new systems such as the LIDDAS automated document delivery system, as well as maintaining and improving direct client services. Allocations to technology development have increased by 149.2% since 1997, reflecting the strategic shift from print to electronic information resources, and the accompanying need to increase access points to resources for both remote and on- campus clients.
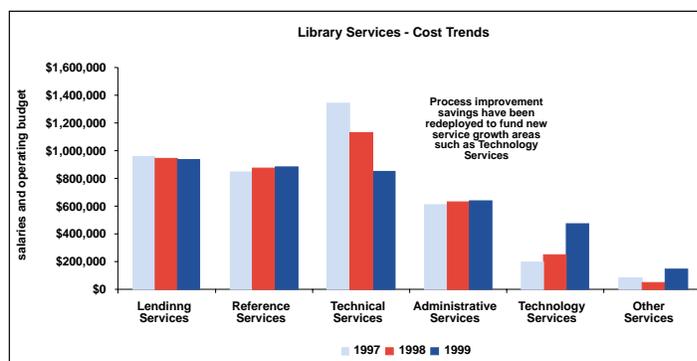
KPI: Bookvote use

Serials subscriptions

The relative stability of the Australian dollar in 1999 allowed faculties to maintain current serial subscriptions which had been eroded by heavy cancellations necessitated by the devaluation of the dollar in 1998. The trend towards electronic access is reflected in the cancellation of print indexing services such as *Mathematical Reviews* and *Current Index* in favour of their electronic equivalent for the coming year. The convenience of desktop access is one of the factors influencing this trend.

Serials consolidation

The aim of consolidating the supply of serials to achieve cost and service level improvements has been largely achieved with 89% of titles now received through major suppliers. This has streamlined the processing of serial invoices and resulted in the speedier supply of serials. However, the anticipated reductions in staff handling times have not been realised. Missing issues and end-processing errors, experienced in the first half of 1999, required regular liaison with suppliers to correct the problems. With continuous attention to supplier performance, the expected benefits of consolidation should be achieved in 2000.

Serials and GST

The impact of the introduction of the Goods and Services Tax in July 2000 has been experienced early, as some suppliers have already invoiced for the portion of the subscription year attracting GST. In consultation with the University Financial Services division, procedures have been established to handle the administrative aspects of this requirement.

Monograph purchasing

- With the value of the Australian dollar partially restored and the continuation of supplementary funding from the University, the number of monographs purchased in 1999 increased by 89% over 1998. In addition, funding of $120,000 was expended to establish a library at the West Nowra campus and access centres for the South Coast Education Network.
- $50,000 was budgeted for the purchase of monographs and non-book materials to support new subject and course initiatives. Submissions were received and processed from the faculties of Arts, Commerce, Engineering, Health and Behavioural Sciences, Informatics and Science.
- Insurance funds of approximately $48,500, to compensate for the August 1998 flood, enabled purchase of replacement titles for the Curriculum Resources Centre and the Main Library.
- Law monograph standing orders were halted in 1998 as a result of the currency crisis and bookvote constraints. Due to the recovery of the Australian dollar, standing order profiles have been updated and orders reinstated, including retrospective purchases for material not acquired in 1998.

KPI: Process improvement

Continuous improvement and planned review of all key processes and services is an integral component of the *Quality and Service Excellence* framework. Examples of process improvements include:

- The CSF (Critical Success Factor) and KPI (Key Performance Indicator) framework, implemented in 1997, was critically reviewed to test its relevance and robustness in the current operating environment. The key outcomes of the review process will be incorporated into the Strategic Plan for 2000. These include:
  - New vision and mission statements
  - Revised goals and CSFs
  - Modified KPIs and performance indicators
- Bookvote reports prepared for faculty Library Liaison Officers were consolidated to include serials, interlibrary loan and monograph commitment and expenditure in the one report
- Negotiation with the UniCentre Bookshop has eliminated prepayment requirements, thus streamlining invoice processing
- A formal document, listing preferences for the type of information required on outstanding orders, is now sent to major suppliers to reduce duplication and unnecessary reports
- Procedures for the detection and correction of catalogue errors have been updated, thus improving access to resources
- Negotiation with Information Technology Services has resulted in the establishment of a separate email account which has simplified the process for submitting document delivery requests
- Knowledge and information management was improved by the installation of a larger file server. As part of the migration of files from the old server, a more systematic process for labeling and saving files was implemented.

- Revision of the Donations Policy and the Discards Policy will ensure that materials included in the collection are relevant to teaching and research needs.
- Supplier performance evaluation established that the average supply time of ordered monograph and non-monograph materials has dropped from 5 weeks in 1998 to 4 weeks in 1999.

Monograph-Overall Supplier Delivery Times

Year	weeks taken
1996	8
1997	4
1998	5
1999	4
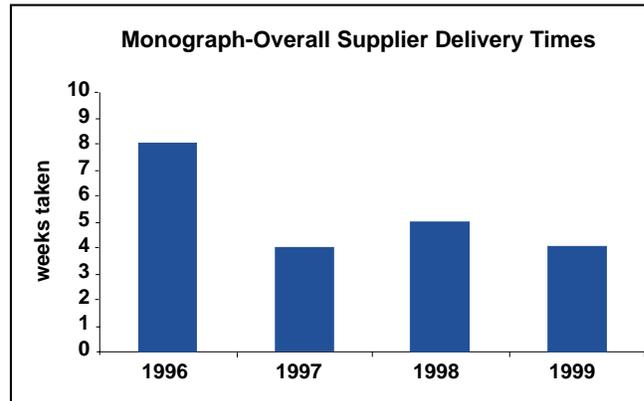
KPI: Space utilisation

As a means of making the most effective use of space within the Library, the following improvements have been completed:
- Reorganisation of Technical Services workspace to reflect the merging of teams
- Reorganisation of the Serials floor and the addition of new shelving to provide space for collection growth
- Refurbishment of the Curriculum Resources Collection to include disabled persons access, redesigned toilets, modifications to the work area, a new circulation desk and new entrance
- Identification of a postgraduate study room equipped with a networked MAC and PC, group study space, comfortable chairs and a whiteboard. This has received positive feedback from postgraduate students
- Improved bookings process for group study rooms. Use remains high with an average of 1,912 bookings per month during session. Bookings are for a two hour period.

Students taking advantage of the postgraduate study room

Innovation

Innovation management policy

The concept of innovation has been recognised for many years as strategically important to developing and maintaining leading-edge services. An *Innovation Management Policy* was developed this year, in consultation with all staff, to improve understanding and internalisation of the concept of innovation, as well to provide a practical framework for capturing and benefiting from staff ideas and suggestions for improvement. All teams have received copies of *Opportunity for Improvement* forms and an I*deas Scratch Pad.* Although the policy was implemented towards the end of the year, a number of excellent suggestions for improvement have already been recorded and forwarded to the appropriate team or committee for comment and/or action.

KPI: Automation of processes

Email a librarian

An electronic reference service, known as *Email a Librarian*, was introduced and promoted to the campus community. Links to the service were made from the Library's web pages and a bookmark was published and distributed to enhance promotion. Clients may submit requests from remote locations at their convenience, with a guaranteed service standard of response within 24 hours.

Electronic databases tutorial

A web-based tutorial in the use of electronic databases was launched in August. The project was funded with a 1998 Educational Strategies Development Fund grant and is a prototype for the flexible delivery of information literacy programs. The tutorial will be a useful addition to face-to-face workshops, and will enable students and staff to obtain assistance whether they are on or off campus. The tutorial has been promoted widely and is receiving good usage. During the period August to November, the tutorial was accessed an average of 67 times per day.
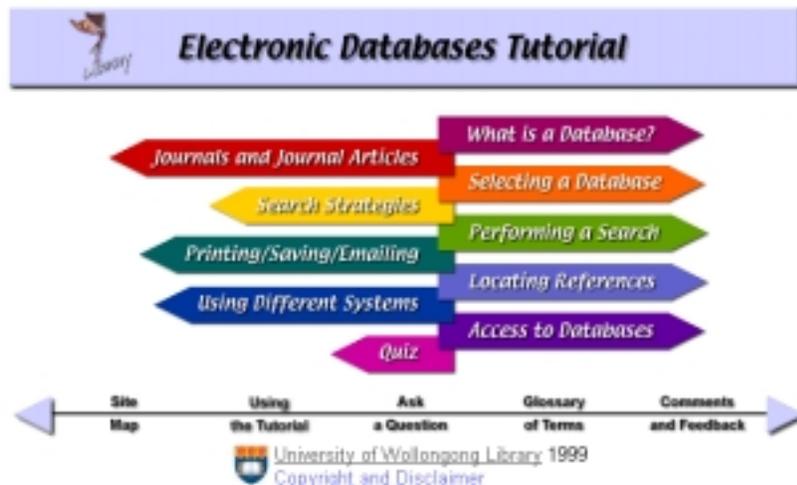
Improved access to electronic journals

The creation of *JournalSearch,* a listing of print and electronic serial titles, accessible from the web page, has improved access to electronic journals. Clients can access the full text of electronic journals by clicking on a link next to the title of the journal. For the majority of titles this link will either go directly to the journal title page, to the search screen of the service provider or to a list of titles within a service. Location numbers and holdings for current print journals are also listed on *JournalSearch.*

KPI: Adoption of IT developments

Electronic reserve

Innopac Electronic Reserve software was used to establish a collection of electronic documents to replace some print items, mainly past examination papers. Access to Electronic Reserve is available from all remote and local workstations connected to the web catalogue, as well as from workstations located in the Reserve area. Immediate printing of documents is available.

Copyright issues need to be addressed before this software can be used to its full potential, however it is intended to expand available resources to include material such as lecture notes and course outlines in the coming year.

Print server

A networked Print Server was trialed in the *Infolab* and Reserve Collection. Print requests sent from individual workstations queue to the appropriate *Print Station,* ready for collection. This has reduced the number of printers required in service areas, as well as generally streamlining the process of queuing and printing.

Database changes

Local mounting of databases was reassessed after hardware and software problems caused several periods of unavailability. Following evaluation of trials, outsourcing was established as a superior option and subscriptions were negotiated for the 2000 academic year. This change, as well as overcoming identified concerns, provides access to a greater range of search features and a significant number of additional databases.

Web access was established to the IEL database, (mainly IEEE publications), following a successful trial. This enabled campus-wide and remote access to an extensive collection of full-text articles, conference papers and standards and removed reliance on a single workstation, available only during opening hours.

Novell application launcher (NAL)

Systems staff investigated and installed NAL, a Novell Network feature that enables commonly used programs such as Netscape and QVT to be accessed from one location on a server, thus eliminating the need for installing these applications on individual workstations. The majority of staff PC users now have common applications launched via NAL.

Teaching Lab

In response to feedback, facilities in the Teaching Lab have been improved. A wall-mounted screen and a ceiling projector have been installed, improving clarity and visibility for participants. *Network Assistant* software has enhanced the effectiveness of teaching, as demonstrations can be transmitted from the teachers workstation to all participants' computers.

KPI: Effectiveness of management practices

Strategic planning - benchmarking results

The Library participated in a study facilitated by the Australian Quality Council, to identify the practices and techniques being used by leading-edge organisations to formulate and implement their strategic plans, and to learn how those strategies are deployed throughout the organisation via the operational, business and human resource plans. In particular, the study explored how these types of plans are linked and coordinated.

The project participants represented 16 organisations from the public and commercial spheres. Organisations were asked to assess their competency and capacity to evaluate their business environment especially in the areas of political and social trends; competitive and market trends; organisational resources such as people, finances, technology and information systems; and how the organisation communicates this information to key stakeholders.

The Library was ranked as one the top performing organisations in the study, especially in the areas related to understanding the business environment and planning capability.

**Planning - Understanding the Business Environment
Benchmarked Performance 1999**
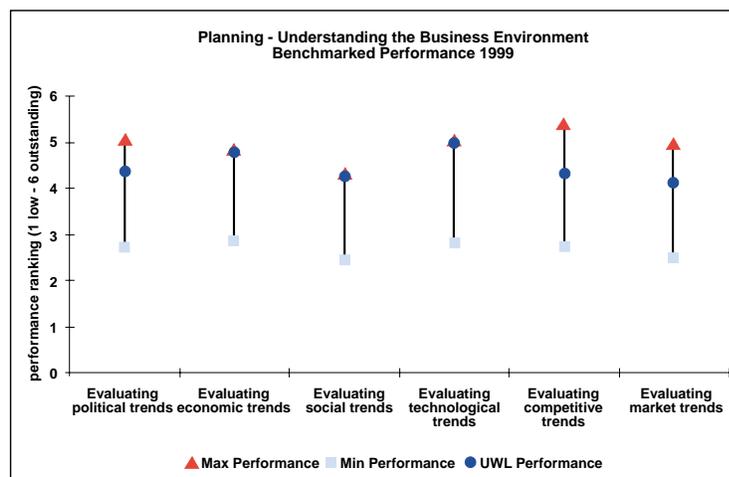
Scenario planning

Our first visionary scenario document, *Prospect 2001*, was published in 1991, the first of its kind in the Library and Information sector. It was followed by *Prospect 2005* in 1995. A five-year review cycle was in place and this year, it was decided to move away from the format of a carefully articulated, glossy format *futures* document, to a more flexible and readily updated format. With change occurring in our industry at unprecedented rates, it was agreed that scenario plans, reviewed annually, would provide a more timely analysis of the risks and opportunities which inform our strategic direction.

Three scenarios were developed during the year; one was presented to the Library Consultative Committee and two were presented to all Library teams. Feedback from these groups was incorporated into the strategic planning process.

A significant outcome of scenario planning was the review and revision of the overall strategic planning process, management framework and timetable to reflect changes occurring in our operating environment.

Priority planning

A set of *Priority Planners* was developed by the Lending Services Team. *The Planners* are used to identify and prioritise all tasks for which team members are responsible, on a monthly basis. This forward planning relieves some of the stress at peak times by establishing a greater depth of understanding of demands at certain times of the year.

GST accounting model

A transitional accounting model for dealing with the GST on invoices payable prior to full implementation, was developed by a staff member and the University's Finance Director. It has been adopted as a model for application University-wide.

Law library

After the first year of operation in its new location, a scheduled review of the effectiveness of services was conducted in consultation with students and staff. As a result of the review, the Law Reference desk was relocated closer to the collection. Staffing availability and access to assistance outside core hours have been negotiated successfully.

Statistical summary

An influx of visitors over the past few years prompted the development of a statistical summary brochure. This has been invaluable in helping all staff throughout the Library answer those questions such as *What is the Library's budget? How many books in the collection? How many staff do you have? How many students studying at Wollongong University?* The brochure will be updated quarterly.

Staff Wellbeing

KPI: Staff wellbeing

Investors in people (IiP)

The Library's long-standing commitment to achieving excellence in human resource management and development has been recognised by our accreditation as an *Investor in People*. This international quality standard provides a framework for improving business performance and competitiveness, through a planned approach to setting and communicating business objectives and developing people to meet these objectives.

Assessment against the standard is initially on the basis of a report and supporting documentation which is submitted for external assessment. The documentation evidences compliance with the four IiP principles and twenty-four indicators which constitute the standard. Preliminary assessment is followed by a site visit, with two assessors conducting interviews with the management team and a random selection of staff.

Accreditation to the IiP standard delivers:
* external recognition as a *best practice* organisation
* identified opportunities for improvement
* reinforcement of the validity of staff management and development strategies
* the opportunity to recognise the contribution made by staff to the Library's achievements.

The executive summary of the assessors report states:

"The University of Wollongong Library has passed the Investors in People assessment 'with flying colours'. It has been a first rate organisation in all aspects and exceeded the requirements of the Standard in virtually all indicators. The organisation exhibits strong leadership, excellent strategic direction, very good communication and a commitment to training and development that is absolutely first class."

Although the Standard is widely used overseas, we are the first library in Australia to receive this recognition.

Lorraine Denny and Felicity McGregor at the IiP presentation

KPI: Skill levels

Training

Training and development is designed to deliver a program which balances individual needs, organisational goals and identified skills development to support future service provision. 100% of staff attended at least one training and development activity in 1999, with an average of nine activities per staff member. 95% of these attendees, as evidenced by follow-up evaluations, applied new knowledge, skills or attitudes in the workplace. A total of 3469 hours was devoted to staff training and development, representing 7.8 days per equivalent full-time position.

Using data gathered from Development Reviews and staff surveys, the Staff Training and Development Committee identified a number of training priorities which were addressed by *in-house* workshops. Examples include:

- *Report Writing* - aimed at improving the presentation and quality of written reports to meet standards
- *Client Service Skills: How can we add value to the service we provide?* - outcomes included identified practical strategies to improve internal client service and to add value to all service delivery
- *Client Service Skills for Casual staff* - to indicate our commitment to delivering a consistent level of quality service by casual staff
- *Innovation and Internalising our Values* - interactive session to garner innovative ideas, to review the *Values and Ideal Culture* and to identify strategies to further integrate these into every day work
- *Seven Habits of Highly Effective People* - the program's objective is to help staff be more effective in both their personal and professional lives.
- *Benchmarking: industrial tourism or a tool for continuous improvement?* - an introduction to the concept of benchmarking and preparation required before embarking on benchmarking projects
- *Reference Interviewing: Using Neutral Questioning*
- *Guided self assessment workshop* - designed to provide participants with the skills needed to evaluate organisational performance using the *Australian Business Excellence Framework.*
- *TQM Plus workshop* - a practical approach to using problem-solving tools for projects or day-to-day work.

KPI: Staff development effectiveness

Data was contributed to the American Society of Training and Development Benchmarking project which aims to develop an extensive database of comparative information about training, expenditure and practices from a large number of organisations. The project consisted of gathering information in two parts: training investments and training outcomes. Results from this study indicate that the Library performs better than the Industry (educational services) and Regional (Australia/ New Zealand) averages in a number of areas, for example:

- percentage of eligible employees receiving training
- courses meeting the stated objectives
- extent to which knowledge and/or skills are used after completing training
- percentage change in performance on the course objectives as a result of training
- staff given the opportunity to improve skills

Development

Opportunities for staff to develop broadly-based knowledge and attributes to improve their contribution in the workplace and to further their career objectives were taken up by a number of staff, for example:

- Two staff participated in the University's *Leadership Development Program.* As part of the program, cross-functional work groups were involved in the design and implementation of a workplace project of significance to the University. One group focused on *Retention of Domestic Undergraduate students* and the other on the *Impact of the GST on Consulting Services and the University Recreation and Aquatic Centre.* The program culminated with a report and presentation to the Vice-Chancellor and campus community.
- Eleven staff had study time approved for attendance at university or TAFE courses.
- Wherever possible, job enrichment placements are made available for staff to assume roles outside their current position. Opportunities were taken up in the areas of Collection Services, Reference Services and Lending Services.
- The Quality Coordinator, Margie Jantti, was appointed as an Australian Quality Awards evaluator for the 1999 Quality Awards process. The role of evaluator provides an excellent opportunity to both learn how other leading organisations establish and sustain excellent business practices and to contribute wisdom gained on the Library's own quality journey.
- The Collection Services Team piloted the concept of a *self managing work team.* The team has no designated team coordinator, determines its own goals and workflows and reports to the Manager, Technical Services. Team coordinator functions and representation on committees is shared by team members. An assessment of the self managing team concept is currently being undertaken as part of the review process.

Performance management

Our performance management system encourages mutual evaluation of staff member and team coordinator, development of good working relationships, role definition, identification of performance outcomes and integration of individual goals with Library goals. A number of improvements were made to the performance management system:

- The majority of job descriptions were rewritten into the new *Position and Person Profiles.* The new format aligns profiles with the management framework, communicates aspects of organisational culture and outlines major responsibilities, performance outcomes and performance indicators.
- Core attributes were identified for all staff, team coordinators and the Executive Team in a series of workshops. The identification of attributes (or competencies) will aid in staff personal development, in writing position and person profiles and in recruitment and succession planning.
- The annual development review process was itself reviewed. The University's *Performance Planner* forms the basis of the process but has been adapted to incorporate Library's goals, core skills and values.
- A *Casual Staff Perception Survey* was distributed to casual staff in Lending Services. Results will feed into the annual review of training and development needs.

KPI: Staff satisfaction

Benchmarking

The Library participated in a benchmarking survey, Employee Satisfaction, initiated by Siemens Energy and Automation. Data from the Library's Organisational Self Assessment and Staff Perceptions Survey was used to complete the survey. The results from one-hundred and seventy-five organisations were tabulated and our comparative performance is displayed below:

Employee Satisfaction Study - 1998 Coordinated by Siemens Energy & Automation
via the *The Benchmarking Exchange*
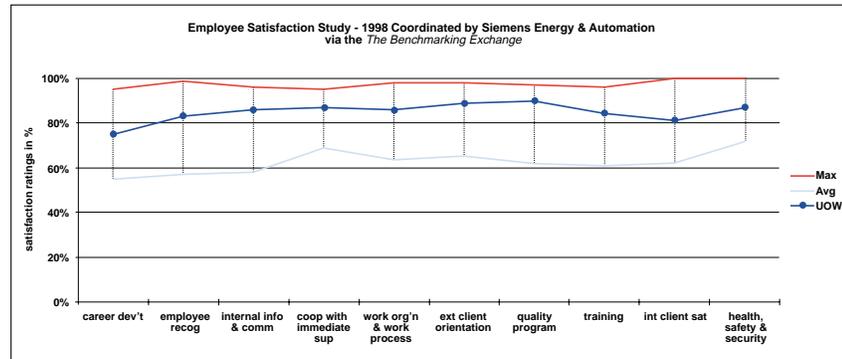
Health & wellbeing

The *Health and Wellbeing Program* continued this year. Activities included roving massages, a book exchange, picnic in the Botanic Gardens, healthy breakfast and a wine and cheese tasting. A very successful Family Open Day, conducted in November, was intended to provide staff's family and friends with an insight into the workplace. A range of activities was organised including storytime, treasure hunt, *systems trek, hands-on* internet time and the lifecycle of a book. A sausage sizzle on the lawn outside the Library provided a pleasant opportunity to meet the families of staff.

Three generations surf the net at Family Open Day

Rewards and recognition

- The Lending Services Team, including Curriculum Resource Centre staff were the recipients of the Rita Rando Merit Award. This team was recognised for its excellent service to clients and commitment to continuous improvement.
- Gay Antonopoulos, Faculty Librarian for Law, received recognition for twenty-five years of service.

- Jo-anne Lombardi, Helen Andrews and Augusta Cordina received Client Service Awards in recognition of their outstanding achievement in this area.
- Lynne Wright, Manager, Client Services and Lucia Tome, Acquisitions Officer received the *Vice-Chancellor's Award for Outstanding Service.* Lynne was recognised for her work with the generic skills and tertiary literacies projects across campus and Lucia was recognised for her work with the High School Liaison Project.

Helen Andrews and Jo-anne Lombardi

Lucia Tome and Lynne Wright

Values and ideal culture

The *Values and Ideal Culture* document was revised in consultation with staff. Changes were based on the need to embrace the concepts of *cost effectiveness/ efficiency* and *value for money.* Staff reported that clients and stakeholders are, (more than ever before), seeking value for their investment.

KPI: Communication success

Internal communications - benchmarking results

Completion of a benchmarking study resulted in an invitation to participate in a workshop facilitated by the Australian Quality Council (AQC) in September 1999. The theme of the workshop was *Internal Communications* and focussed on oral, written and electronic communication systems and processes within organisations.

Comparative performance data was made available to the participants and overall performance was ranked for twelve organisations. The positive results achieved by the Library dominated the study. The opportunity to benchmark our communication strategy with other, non-Library service organisations was particularly valuable, providing recognition and reinforcement of our concerted efforts in this area.

Diversity of communication modes, verbal and written, formal and informal, is a key to success, accompanied by attention to relevant skills development for all staff.

Overall performance

In summary, the Library has been ranked above organisations who have received recognition as best practice in a number of areas. This can be directly attributed to the communications improvement strategies deployed over the past two years, the development and modelling of the behaviours outlined in the *Ideal Culture,* and finely-honed people involvement and development strategies.

Staff Development Programs

Training and development programs attended during the year include:

- ALIA National Library Technician conference
- Advanced legal research on the internet
- Australian Quality Council Business Excellence study tour
- Building wardens training
- Career moves
- Census and CLIB 96 seminar
- Citrix workshop
- Concept, challenge, conundrum: from library skills to information literacy
- Conducting Occupational Health and Safety audits
- Copyright awareness seminar
- Cultural diversity seminar
- EDUCAUSE in Australasia: doing it right - people and technology
- Fire safety training
- GST made easy
- How to develop performance measures for training
- IATUL Conference; libraries and human communication
- Information online and ondisc
- Innovation, entrepreneurialism and strategic alliances
- Internal communications
- Illawarra Quality Improvement Network conference: innovation and the search for business excellence
- Kinetica training
- Licensing negotiations for electronic information
- Management skills for new supervisors
- Managing the electronic library: challenges and strategies
- National cataloguing conference
- Netware 4.11 administration
- Occupational first aid
- Organisations bringing innovation to life benchmarking workshop
- Strategic planning workshop
- The impact of the new State Records Act on record keeping
- TQM Plus workshop
- Train the trainer
- Troubleshooting, maintaining and upgrading PCs
- Vital Link: library staffing in the 21st century conference
- Writing web pages with Claris Home Page

Strategic alliances

Library services for the South Coast Education Network (SCEN)

Many new partnerships have been developed as part of planning for the delivery of library and information services for students enrolling in the University's new South Coast Education Network. The new Library and Access Centre at the Shoalhaven Campus will service both TAFE and University students, involving considerable consultation and ongoing liaison with TAFE staff. Resources and services for Bega and Batemans Bay students will be delivered through the local public libraries and partnership agreements have been negotiated very successfully with Eurobodalla Shire Council and Bega Valley Shire Council. The cooperative, service-oriented approach of our partners has contribute greatly to the planning of services intended to be of equal quality to that delivered from the main Library.

The planning and development of the SCEN services has progressed markedly over the past year, particularly in the areas of building construction, collection development, information services and staffing. The new Library and Education Access Centre at Batemans Bay was completed in October and renovations to accommodate the University collection in the Bega Valley Shire Library were completed in November. The Shoalhaven Campus Library is progressing well and will be operational for the beginning of classes at the campus by Easter 2000. Core collection resources have been purchased in consultation with academic staff and the bulk of the collections are now in place at Batemans Bay and Bega. The Library has subscribed to a number of new full text databases and electronic journal collections which will have significant value for SCEN students.

Supplier relationships

Suppliers chosen to deliver materials and services are continually evaluated in terms of their products, services and performance, to ensure that business is conducted with organisations which meet Library service standards, and with whom mutually beneficial business partnerships can be developed.

Serials subscription services

Rationalisation of the number of suppliers resulted in a significant process improvement initiative. Supply of the majority of serials subscriptions, (89%), has been consolidated with two suppliers and service level agreements for the provision of end-processing have been instigated.

Monograph and non-book material

Similarly, 83% of monograph and non-book materials are acquired from major suppliers, on the basis of competitive performance standards, product and service coverage, and pricing structures. Service level agreements have been developed to improve performance management, the efficiency of workflows, process capability and staffing capacity, whilst spreading the potential risk of dealing with few suppliers.

Progress was made towards forming a partnership for the sourcing and supply of prescribed texts and recommended readings. The trial in Spring Session 1999, delivered disappointing results, therefore a repeat trial is planned for 2000. If successful, a Service Level Agreement to finalise partnership expectations, terms of trade and performance targets, will be finalised in January 2000.

Document delivery

Commercial document suppliers were reviewed during the year, and a preferred supplier chosen. Selection criteria included: a favourable pricing structure, sustainability in terms of expansion of operations, and turnaround times which met Library service standards.

Difficulties with the implementation and ongoing application of the Kinetica Document Delivery System necessitated strengthened liaison with the National Library, to incorporate Kinetica user feedback into suggested system enhancements, and to influence the future development of the system.

CopyCard services

The contract for provision of *CopyCard* services was extended for a further six to twelve months. As part of the extension agreement, a number of new services will be trialed, including a change machine, a digital printer copier and recycled paper copying at no additional cost to clients.

Community involvement

Illawarra Institute of TAFE

Reciprocal membership for TAFE students at the University Library incurred a fee for the first time. The fee of $40 was introduced to bring reciprocal membership into line with the UNISON Borrowing Agreement and to provide funds to purchase additional material in heavily used areas of the collection. Very few TAFE students took out membership, preferring instead to use resources within the Library.

Teachers of the TAFE Diploma of Arts (Library Practice), continued to negotiate demonstrations for their students of the latest technologies and procedures in library practice.

Two students completing their TAFE Diploma of Arts (Library Practice) chose the Library to complete their *practicums*. In line with recruitment and professional development strategies, staff aim to both educate and assess student competencies. This year students selected Archives, Collection Services and Lending Services as their preferred areas of development.

High school students

During the first week of June, five Enterprising students from Smiths Hill High School participated in an interactive workplace experience as an E Team at the University Library. The workplace experience was facilitated by IQIN, the Illawarra Quality Improvement Network, and is designed to allow a team of students to learn and apply the tools and principles of quality management within a host organisation.

Students were charged with the responsibility of examining a selected process and offering their recommendations for improvement within the challenging time-frame of one week. The team examined serials usage survey methodology, using total quality management tools to identify opportunities for improvement. The team's report was used by the Serials and Document Delivery Services team to monitor current serials usage.

Several work experience students, from local high schools, who had a particular interest in computers or systems support were hosted by teams in the Library. Students proved to be enthusiastic and knowledgeable, making the experiences worthwhile for all concerned.

The High School Liaison Program continues to grow with 64% increase from 1998 to 1999 (101 students in 1998 and 166 in 1999). Evaluation indicates that students and teachers appreciate the opportunity to attend the program and learn a great deal from their sessions. 67% of participants indicated that they will make greater use of the Library as a result of attending the program.

E Team students from Smiths Hill high School with staff member, Michelle Aitkin

HSC English teachers

The Faculty of Arts English program hosted a professional development workshop for teachers of HSC English. The Faculty Librarian for Arts, was invited to prepare and co-present a technology session on how to access relevant resources in a rapidly changing electronic environment. HSC teachers from all over New South Wales attended this all day workshop which was positively evaluated by participants.

Working towards best practice

Increased accountability, linked with the philosophy and application of quality assurance methodologies has been the impetus to explore and document best practices in the library and information sector. The Library was the chosen destination of numerous visitors wishing to observe and learn about excellent management practices and the Library's application of the *Australian Business Excellence Framework* as an innovative management and continuous improvement tool.

Anne Wilson (Northern Territory University), Isabella Trahn (UNSW) and Leanne Pitman (University of Ballarat), members of a CAUL Project Team, selected our Library as a site visit destination. This was a component of their DETYA-funded project to investigate benchmarking, performance indicators and best practice activities in Australian academic libraries. The project report has been submitted to DETYA and will be published next year. Inclusion of the Library's quality management practices as a case study in the report provides recognition of our leading role in introducing a business management framework into a library environment.

The University Librarian was invited to participate in a working party examining best practice standards in higher education institutions in Australia, with the ultimate aim of developing a robust, well tested benchmarking manual. The working party established a series of benchmarks which may be used in a number of ways; to ascertain performance trends, to compare performance amongst sets of universities and to identify and implement improvements. The benchmarks provide a framework and criteria for self assessment, as well as external review, and have been recommended for adoption across the higher education sector.

The State Library of Victoria selected the Library as a benchmarking partner in their examination of Reference Desk services. The key areas of investigation included: the range of services offered, teaching capacity, staffing arrangements and staff responsibilities. The outcomes of the study will be made available in the year 2000.

Sharing our learning

The Library participated in several data and information collection activities sponsored by the Australian Quality Council to identify best practice in the following areas: *Internal Communications, Strategic Planning and Excellence in Client Service.* Following analysis of survey results, the Library was invited to share key learnings and management practices with other organisations embarking on business excellence activities.

The recognition received as a finalist in the 1998 *Australian Business Excellence Awards* was a significant catalyst for the sharing of our knowledge and experience in applying the *Australian Business Excellence Framework.* The Quality Coordinator was invited to deliver presentations at the following forums:

*   Public Sector Quality Network - Australian Quality Awards for Business Excellence Public Sector Success Stories (May)
*   Quality Directions a QSA Workshop for Australian Quality Professionals - QSA Sydney Chapter (July)
*   NSW Attorney General's Managers Conferences (August and October)

Two site visits were hosted as a part of the AQC's Business Excellence Study Tours (BEST) programs. Presentations were made for tour participants from diverse public and private sector organisations interested in learning from other organisations who have applied and interpreted the *Australian Business Excellence Framework* to achieve sustainable business excellence.

Two separate contingents from New Zealand visited our organisation. Representatives from the University of Otago Library participated in a site visit to investigate interlibrary loans and document delivery practices, as part of a benchmarking study that commenced earlier in the year. Visitors from Massey University Library explored a variety of service delivery and evaluation practices and were particularly interested in information literacy programs, process evaluation and staff training and development.

The Library also welcomed visitors from the Northern Beaches TAFE, NSW and Kangan Batman TAFE, Victoria, during the year.

Professor Gene Murti, from California State University visited the Library in June as part of his sabbatical leave. His key interests included the application of TQM practices and principles in the university sector.

Other international visitors included a delegation of librarians from Chiang Mai University, Thailand. Their interests included: performance measures and process evaluation, staffing policies and practices and use of the INNOPAC module for serials management.

Several librarians from the University of Newcastle, Central Coast Campus Libraries visited in November to explore the integration of information literacy programs into the curricula, with the view to introducing a similar program at their home university.

University participation

Felicity McGregor	Academic Senate, Library Consultative Committee, Information Technology Policy Advisory Committee, Academic Committee (Academic Services Division), Academic Staff Development Advisory Committee, Flexdat (Flexible Delivery Action Team).
Neil Cairns	Information Technology Purchasing Advisory Group.
Lynne Wright	Tertiary Literacies Working Party (Chair), Educational Innovations Sub-Committee.
Catriona McGurk	Teaching and Learning Research Group, Academic Committee (Academic Services Division).
Sue Craig	Occupational Health and Safety Committee, UBA Users group.
Elizabeth White	Law Library Committee.
Neil Grant	Web Developers Group.
Pam Epe	Academic Committee (Academic Services Division).
Craig Littler	Teaching and Learning Facilities Advisory Committee, South Coast Educational Network, Teaching and Learning Research Group, South Coast Curriculum Group.
Michael Organ	Labour History and Research Centre, Vice-Chancellor's Collections Committee.
Donna Dee	University Sub-Committee Disability Programs, UBA Users group.
Faculty Librarians	Faculty Education Committees.

Community participation

Felicity McGregor	IQIN (Illawarra Quality Improvement Network)
Margie Jantti	Australian Quality Council evaluator
Helen Mandl	Past President ALIA NSW, Treasurer ALIA South Coast Regional Group, Wollongong City Library - community member of the Library Liasion Committee
Susan Jones	Secretary ALIA South Coast Regional Group
Craig Littler	President ALIA South Coast Regional Group
Michael Organ	Wollongong City Council Heritage Committee

Publications

Brewer, Chris (1999). 'Longitudinal study of an information literacy program at the University of Wollongong' in *Concept, challenge, conundrum: from library skills to information literacy: fourth National Information Literacy Conference*, Adelaide, S.A. Dec 3-5, 1999 (in press)

Littler, Craig (1999) 'Design and development of a Web-based electronic databases tutorial', *Reference and Information Services Section Conference, Australian Library and Information Association*, 6-8 September, Sydney. URL: http://www.csu.edu.au/special/raiss99/papers/clittler.html

Wallace, Margaret C., Shorten, Allison, Crookes, Patrick A., McGurk, Catriona & Brewer, Chris (1999) 'Integrating information literacies into an undergraduate nursing programme', *Nurse Education Today*, 19(2), February, pp. 136-141

Presentations

Lorraine Denny - Dunn and Wilson oration: *Job Descriptions: improving their currency, accuracy and relevance* at the 10th National ALIA Library Technicians Conference.

Margie Jantti, Public Sector Quality Network Forum, *Australian Quality Awards for Business Excellence* - Public Sector Success Stories.

Margie Jantti, Quality Society of Australasia, NSW Chapter *Quality Directions, a QSA Workshop for Quality Professionals*.

Margie Jantti, NSW Attorney General's Department, Managers Conference *The Experience of using the Business Excellence Framework*.

Margie Jantti and Lorraine Denny, Workshop - *Benchmarking: Industrial tourism or a tool for continuous improvement?*

Workshops

Susan Jones and Elizabeth Peisley, *Equipped for Teaching: Sharing strategies for developing librarians' skills.* (Three hour workshops for library staff from the University of South Australia, University of Adelaide and Flinders University).

Lorraine Denny and Lynne Wright, *Performance Management Workshop* Vital Link: Library Staffing in the 21st Century Conference, University of Adelaide.

Lorraine Denny, *Dealing with Difficult Clients*, Baulkham Hills Library

Lorraine Denny, *Client Service Skills*, Shellharbour City Library and Woollahra Public Library.

Staff members

Administration

McGregor, Felicity	University Librarian [BA, Dip Lib, AALIA]
Cairns, Neil	Manager, Technology & Development [BA, Dip Lib]
Denny, Lorraine	Staff Development Officer [BA, Assoc Dip Bus (Hum Res Devt), AALIA Tec]
Duggan Lara	Administrative Assistant
Lombardi, Jo-anne	Administration Coordinator
Wailes, Lyn	Manager, Technical Services [BA, AALIA]
Wright, Lynne	Manager, Client Services [Dip Teach, Dip Lib, AALIA]

Collection Services

Brindle-Jones, Cheryl	Cataloguing Officer [BA (Lib & Info Sci), Assoc Dip (Lib Prac)]
Brown, Anne	Copy Processing Officer
Hudson, Michelle	Acquisitions Officer [Assoc Dip (Lib Prac)]
Ollerenshaw, Sonya	Copy Processing Officer [Assoc Dip (Lib Prac)]
Pain, Marion	Cataloguing Officer [BA (Lib & Info Sci), Lib Prac Cert]
Pupovac, Sheree	Cataloguing Officer [BTeach, AALIA]
Riva, Frances	Acquisitions Officer [Assoc Dip (Lib Prac)]
Stephens, Bernadette	Acquisitions Officer [Lib Prac Cert]
Tome, Lucia	Acquisitions Officer [BA (Lib & Info Sci), Assoc Dip (Lib Prac)]
Werner, Carolyn	Copy Processing Officer

Corporate Services

Epe, Pam	Corporate Services Coordinator [BA, AALIA]
Aitkin, Michelle	Manager, Serials/Document Delivery [BA, Dip Com (Bus Info Sys)]
Andrews, Helen	Finance Officer
Cordina, Augusta	Finance Officer [Assoc Dip Bus Acc]
Jantti, Margie	Quality Coordinator [BA (Lib & Info Sci), AALIA]
Mandl, Helen	Information Access Coordinator [BA, Grad Dip Ed, Grad Dip Inf Man (Lib), AALIA]
O'Neill, Shandell	Information Access Officer [Assoc Dip (Lib Prac), Dip Mgmt]
Rice, Traci	Manager, Resource Services [Dip (Lib Prac), AALIA Tec]

Lending Services

Dee, Donna	Lending Services Coordinator
Benny, Kerry	Lending Services Assistant
Booth, Danica	Lending Services Assistant
Brbevski, Afrodita	Lending Services Assistant
Chandler, Margaret	Lending Services Assistant [Lib Prac Cert]
Emin, Cheryl	Lending Services Assistant [Assoc Dip (Lib Prac)]
Horan, Rodney	Lending Services Assistant
Lanyon, Toni	Casual Staff Coordinator
Malins, Jennifer	Reserve Collection Coordinator
Norwell, Gary	Lending Services Assistant
Pauly, Norbert	Lending Services Assistant
Williams, Margaret	Fines Coordinator [Assoc Dip (Lib Prac)]

Reference Services

McGurk, Catriona	Reference Librarian [BA, Grad Dip Lib, Grad Dip (Adult Ed), MEd]
Antonopoulos, Gay	Law Reference Librarian [BA, AALIA]
Birchall, Jacqualine	Faculty Librarian [BA (Lib & Info Sci)]
Brewer, Chris	Faculty Librarian [BA (Lib & Info Sci), AALIA]
Craig, Sue	Commercial Services Coordinator & Faculty Librarian [BA, Dip Ed, Dip Lib]
Dodd, Vicki	Faculty Librarian [BSC, Dip IM-Lib]
Grant, Neil	Electronic Services Librarian [BA, Dip Lib]
Jones, Susan	Faculty Librarian [BA, Grad Dip (Lib & Info Sci), AALIA]
Lipu, Suzanne	Faculty Librarian [BA (Lib & Info Sci) AALIA]
Littler, Craig	Outreach Librarian [BSc (Arch), BA, Grad Dip Info Studies, AALIA]
Organ, Michael	Archivist [BSc, Dip Arch Admin]
Peisley, Elizabeth	Faculty Librarian [Dip Teach, Grad Dip App Sci, AALIA]
Ralston, Chrissy	Faculty Librarian [BSW (Hons), Grad Dip App Sci (Info), AALIA]
Sweeny, Tracy	Law Reference Librarian [BA, Dip Lib, LLB(Hons), Grad DipLeg Prac, AALIA]
White, Elizabeth	Law Librarian [BA, Grad Dip Lib]

Serials/Document Delivery Services

Lyons, Jen	Serials/Document Delivery Coordinator [BA, Grad Dip Info Mgt Lib]
Crichton, Lindi	Serials/Document Delivery Officer
Jacobs, Sylvia	Serials/Document Delivery Assistant
Kew, Audrey	Serials/Document Delivery Assistant [Assoc Dip in Arts (Lib Prac)]
Kitchener, Heather	Serials/Document Delivery Assistant [Assoc Dip (Lib Prac)]
Meldrum, Annette	Serials/Document Delivery Assistant
Pierro, Nina	Serials/Document Delivery Assistant
Richards, Carol	Serials/Document Delivery Assistant
Woolley, Carol	Serials/Document Delivery Officer [BA, Assoc Dip (Lib Prac)]

Systems

Lunt, Karen	Systems Librarian [BA (Lib & Inf Sci), MLib]
Mar, Irene	Systems Officer [Assoc Dip (Lib Prac), BA, Grad Dip Ed]
Wooton, Sandi	Systems Officer [Assoc Dip (Lib Prac)]

Curriculum Resources Centre

Brown, Paula	Curriculum Resources Centre Coordinator [BEd]
Mulligan, Kim	Curriculum Resources Centre Assistant

Shoalhaven Campus

Stiles, Carol	Shoalhaven Campus Librarian [BA, MLib Sci, AALIA]

Statistics

COLLECTION

	1997	1998	1999
Central Library			
Monographs	330,024	353,239	357,702
Serials Vols	161,125	163,970	167,057
Subscriptions		1,742	1,677
Law Library			
Monographs	19,610	19,989	19,674
Serials Vols	28,403	28,933	29,364
Subscriptions	523	279	270
CRC			
Monographs	23,246	34,103	26,399
Serials Vols		14	
Subscriptions	8	5	3

Previously included in total Library

	1997	1998	1999
SCEN			
Monographs			2,629
Total Library			
Monographs	391,383	397,356	406,404
Serials Vols	189,528	192,917	196,421
Subscriptions	2,598	2,026	1,950
Electronic Serials			1,908

Total monograph collections + donations - withdrawals

INTERLIBRARY LOANS

	1997	1998	1999
Requested by UoW	8,921	7,213	7,915
Items Received	7,972	6,784	7,142
Requested from UoW	6,285	5,902	5,379
Items Supplied	5,111	4,545	3,815

CATALOGUING

	1997	1998	1999
Monographs	11,833	7,840	8,581
Serials	641	400	560
Non - Book	962	622	357

ACQUISITIONS

	1997	1998	1999
Monographs			
- new titles	12,909	5,753	10,859
- additional copies	2,001	809	2,112
- donations	2,041	3,210	1,295

ENTRY GATE

	1997	1998	1999
Central Library	986,671	904,402	815,962
CRC	75,225	78,472	72,353

LOANS

	1997	1998	1999
General	374,065	376,752	341,332
Self Checkout	45,960	90,196	105,812
Reserve	42,143	20,221	20,868

Increased study space and photocopying facilities

	1997	1998	1999
CRC			
General	28,156	31,616	31,366
Reserve	11,921	18,757	17,573
Total Library	456,946	537,542	516,951

INFORMATION DESK ENQUIRIES

	1997	1998	1999
Directional	10,748	9,844	8,429
Catalogue	8,459	8,659	8,395
Reference	6,510	7,092	3,439
Databases	7,075	7,375	7,001
Other	27,011	23,197	23,244
Total	66,168	56,167	50,508

LAW INFORMATION ENQUIRIES

	1997	1998	1999
Directional	2,367	330	466
Catalogue	2,097	401	570
Reference	3,348	913	1,459
Databases	1,875	495	567
Other	3,295	1,077	768
Total	12,977	3,216	3,830

Reflects changes to Law service points

LIBRARY SKILLS CLASSES - Subject Based

	1997	1998	1999
Arts	572	559	670
Commerce	1,278	1,126	1,488
Creative Arts	513	351	561
Education	504	405	514
Engineering	571	139	124
Health & Behavioural Science	1,327	1,202	1,066
Informatics & STS	502	434	823
Law	509	206	417
Science	681	516	361
Total	6,457	4,938	6,024

ATTENDANCE AT GENERIC SKILLS CLASSES

1997	1998	1999
4,397	4,395	3,982

Library Consultative Committee

Chairperson	Ms Felicity McGregor
Secretary	Ms Lynne Wright
Library	Ms Margie Jantti
Academic Services Division	Ms Gerri Lefoe

Faculty Representatives

Arts	Dr S Brown
Commerce	Dr J Moore
Creative Arts	Dr H Dunleavy
Education	Dr G Hoban
Engineering	Dr R Kohoutek
Health & Behavioural Sciences	Dr N Taylor
Informatics	Dr C Alcock
Law	Dr A Frazer
Science	Ass Prof C Woodroffe

Student Representatives

Undergraduate	Ms S Markoff
Postgraduate	Ms J Fredericks

Glossary

ABN	Australian Bibliographic Network
ALIA	Australian Library and Information Association
Ariel	Document Transmission Software
AQC	Australian Quality Council
AVCC	Australian Vice-Chancellors' Committee
CAUDIT	Committee of University IT Directors
CAUL	Council of Australian University Librarians
CCC	Compliments, Comments & Complaints
CEDIR	Centre for Educational Development and Interactive Resources
CD ROM	Compact Disk Read Only Memory
CPO	Copy Processing Officer
CRC	Curriculum Resources Centre
CSF	Critical Success Factor
DETYA	Department of Education, Training & Youth Affairs
ESDF	Educational Strategies Development Fund
ILIP	Information Literacies Introductory Program
Infolab	Electronic Database Access room
Innopac	Integrated Library Management System
ISI	International Scientific Information
ITS	Information Technology Services
JournalSearch	Web-based list of serials
Kinetica	Replacement for ABN
KPI	Key Performance Indicator
LIDDAS	Local Interlending & Document Delivery Administration System
NSWVCC	New South Wales Vice-Chancellors Conference
Prospect 2005	Library's vision document
QSE	Quality and Service Excellence
SCEN	South Coast Education Network
SPARC	Scholarly Publishing & Academic Resources Coalition
TQM	Total Quality Management
UBA	UNISON Borrowing Agreement
UNISON	University Libraries in NSW
URL	Universal Resource Locator
WebPac	Web version of Innopac