University of Wollongong

ANNUAL REPORT 1996

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Annual Report 1996

Quality information services for research, teaching and learning
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The not unexpected announcement of Federal Government cuts to university allocations provided a bitter flavour to an otherwise sweet year. By the end of 1996, the goals set in the Library strategic plan had been met and in most cases surpassed. A review of our five year vision indicated that most of the predicted trends had occurred or were beginning to emerge. Strategies put in place to ensure that the Library would be prepared for change, especially in the funding regime, had proved to be effective and were delivering the desired outcomes. A welcome highlight of the year was the receipt of an Achievement in Business Excellence award from the Australian Quality Council.

Our pursuit of quality and excellence began in 1982. At that time, the Library was rigidly hierarchical and reactive with internal organisational barriers which limited our ability to meet the demands of the University. At the same time, the cost of books and serials was increasing at a rate greater than the growth in the budget. In order to implement change, we developed a management program designed to improve the organisational culture of the Library, to relate its activities more closely to the needs of the University and to improve our public image.

Rather than simply cutting services and facilities to match available resources, we sought to identify creative solutions which would enable us to use what we had with the greatest possible effect. A review of possible mechanisms revealed that Total Quality Management concepts would offer an effective means of achieving the kind of client-focused and team-based organisation that was considered desirable. It would also provide a theoretical framework for the program and some opportunities for benchmarking.

From the beginning we decided that an organisation seeking excellence through service must concentrate on people, not processes. Our rationale was that an enthusiastic and informed staff would develop the ability and commitment to identify and implement improvements in processes. More importantly, we expected that this 'bottom-up' approach would be self-sustaining in a way that management-enforced change rarely is.

We sought to create an environment in which organisational goals could be achieved while catering for the development of individual staff members. Substantial effort was devoted to staff selection and well-being and to encouraging staff to identify with the aims of both the Library and the University. A key element of our program was the devolution of responsibility and decision-making. All members of staff were provided with opportunities to exercise initiative. To equip them to take leadership roles, it was necessary to empower staff members and to ensure that they had the necessary skills, knowledge and confidence.

A strong commitment to staff training in areas such as team building, client service and personal awareness has ensured the success of devolved responsibility and has led to the development of an organisational flexibility which enables rapid and positive reaction to change. As staff acquired the requisite skills and attitudes, responsibility and decision-making were devolved further. Accompanying this process was a growing commitment by staff members to the mission and objectives of the Library. At the same time, staff responsible for particular processes increasingly identified improvements.

From 1995, we adopted the Australian Quality Council methodology and implemented a program entitled Quality and Service Excellence (QSE).
Participation in this program has had a number of benefits for the Library. The chief of these was that it provides a framework for assessing progress against a set of benchmarks which apply to all industries, not just libraries. Other benefits include the public recognition which accompanies the award and the positive effects on staff morale. In our assessment, the Australian Quality Council methodology is more accommodating to the service industry environment than the more process-orientated methodology of the Standards Association of Australia.

The benefits derived from creating a workplace which values individuals, teamwork, quality, innovation and excellence were apparent when the Library considered its options for reshaping to take account of reduced government funding. In anticipation of the changes to University funding, we had already altered our structure, staffing and services. This had resulted in a number of changes and savings being identified. As a consequence, there was no need to investigate staff redundancies or to make sudden and potentially traumatic changes in the services offered.

The process of change is unending. Since 1982, we have accepted that the Library's future will be characterised by rapid technological change, uncertain economics and increased accountability. It was evident a decade ago that strong planning would be a key contributor to our ability to cope with future change. We recognised that change was inevitable and that without careful preparation our reactions would be unpredictable and may cause dysfunction not only for the Library as an organisation and the University but also in the lives of members of the staff.

Our approach was to take the initiative and to focus our mission on the provision of quality information services for research, teaching and learning. In this, we do not aim to be the greatest library in the world nor do we seek to be at the leading edge of information technology. We do, however, strive to improve our processes and services constantly by adopting the most appropriate personnel, technological and management innovations.

We rely heavily on constant scanning of the external environment in order to identify trends and opportunities. As a relatively small institution, the University of Wollongong cannot expect to have a library collection which meets all the information needs of its researchers. Nor can it exert much influence on the publishing industry.

We rely on collaboration with other universities for interlibrary loans, reciprocal borrowing and for the interchange of ideas. These arrangements are facilitated through our membership and active participation in the Australian Council of Libraries and Information Services and UNISON - a committee of university libraries in NSW.

Of greatest benefit has been our involvement in the Council of Australian University Librarians. From 1992 until the end of 1996, I was president of the Council which necessitated a significant contribution from the Library in terms of my time as well as some administrative and other costs. The benefits, however, were considerable especially in the area of electronic publications. The Council has taken the initiative to promote the use of networked access to scholarly information and has conducted a vigorous campaign of negotiations with publishers.

These efforts have been assisted by a $2 million allocation from the National Priority (Reserve) Fund which has been administered through the Standing Committee on Information resources of the Australian Vice-Chancellors Committee. As a member of
that committee, I have had responsibility for the database access program. Over the past three years the program has conducted a number of trials of databases which have provided universities with opportunities to evaluate products free of charge. This has permitted libraries to determine the suitability of the products to the needs of their institutions. A tangible outcome of the program has been the establishment of consortium arrangements for the purchase of database products at a cost significantly less than if institutions acted unilaterally.

The future promises to be even more challenging than the past. There is likely to be continued pressure on university funding as the Federal Government seeks to lessen its direct contributions and as the attraction of students becomes more competitive. In addition, we can expect government initiatives such as compulsory competitive tendering to have a significant effect on the way in which we operate.

Our survival and prosperity will depend on the constant refinement of our management systems and information; being aware of trends and anticipating their implications; having the best possible staff and maintaining a flexible, pragmatic approach which puts the needs of the Library user at the forefront. It will be necessary also to continue our collaboration with other universities and to develop strategic alliances both in Australia and internationally.


Deputy University Librarian, Felicity McGregor receiving The Achievement in Business Excellence Award from the Premier, Bob Carr, on behalf of the Library Staff.
The integration of Quality Management into all Library processes and services is reflected in the new format of the Annual Report.

Instead of reporting by function or department, as in previous years, the report is organised around the five Critical Success Factors (CSFs), agreed by staff during the year. 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. The Key Goals, developed to ensure success in each performance area, are also listed.

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

The participation, enthusiasm and commitment of staff to the Quality and Service Excellence program was the predominant factor in the recognition received through the *Australian Quality Awards 1996 Achievement in Business Excellence*, as it is in all of our achievements this year.

Felicity McGregor  
Deputy University Librarian

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**Critical Success Factors**

**Client Service Satisfaction**

**Effective Support for Research, Teaching and Learning**

**Effective/Efficient Resource Management**

**Innovation**

**Staff Wellbeing**
Client Service Satisfaction

Excellent client service designed to meet and anticipate the needs of different client groups for information, physical resources, education and assistance in an environment conducive to research, study and learning.

Satisfaction of clients' expectations of the quality of information supplied, timeliness of delivery and helpfulness/courtesy of staff.

The Library is committed to the provision of a reliable, consistent, high quality service to all of its clients. To demonstrate this commitment, all staff participated in developing and implementing the following Service Standards in 1996:

- the telephone will be answered within 5 rings
- service point enquiries will be responded to within 5 minutes; postal, email and fax enquiries will be responded to within 3 working days of receipt
- loans will be returned to the shelves within 24 hours items will be shelved with 99% accuracy
- new items will be catalogued within 3 weeks
- items confirmed as urgent will be available within 24 hours of receipt
- interlibrary loan requests will be processed within 48 hours
- new serials will be recorded and displayed within 1 week of receipt
- suggestions and complaints will be answered within 5 weeks

The Library is committed to continuously improving its services through a program entitled Quality and Service Excellence. The success of our improvement strategies is measured in a number of ways. One of the most important measures of service effectiveness is the satisfaction levels of Library clients.

Client Survey

Late in 1995 a Client Survey was conducted to obtain feedback on all of our major services. Data obtained from the Survey has been used to plan improvements in processes and services, as well as providing benchmarks against which future improvements may be measured.

The Survey provided a useful snapshot of the perceived priority of a range of Library services and of clients' satisfaction levels with these services. This information, together with feedback from other mechanisms and ongoing liaison with academic departments and student groups, has been incorporated into the strategic planning and continuous improvement processes.
Respondents were asked to rate the importance of a range of services, facilities and collection adequacy and then to rate the Library's performance in each area. Many areas were rated as both highly important and as performing well. For example, both staff and students rated the following items highly: user-friendly catalogue system; knowledgeable librarians available for help and suitable opening hours.

Satisfaction with information received attracted a mean rating of 83% and the friendliness of staff 85%. These ratings provided reinforcement for service staff and indicated the success of the Library's training programs in client service.

Respondents were less satisfied with: prompt shelving of material and tidiness of shelves; adequate photocopying facilities and the availability of equipment. These were priority target areas for improvement in 1996.

Not unexpectedly, the most important issue for students was the availability of course material, whereas for staff it was the availability of journals. The majority of suggestions received were for more journals, more books, more copies; indeed, for more of everything, (30.1% of total suggestions received).

A significant number of suggestions asked for more Library staff, especially in Loans, and more space for collections and studying.

Improvements implemented as a result of the Survey include:

- Shelving accuracy and turnaround times have greatly improved through strategies such as the training of casual staff and the establishment of performance standards.
- Quality funds were used to increase the availability of course materials and items in high demand. Increased liaison with academic departments improved both the relevance of materials to current courses and the efficiency of the acquisition process.
- With the renewal of the photocopying contract this year, the opportunity was taken to provide additional machines and to improve service in this area.

The perennial problem of journal acquisition cannot be addressed adequately without substantial increases in funding. Improvements in network access to remote databases and access to full-text journals online has alleviated the problem for some disciplines, however, dissatisfaction with overall resource availability is likely to remain high in the current funding climate.

Suggestions
In line with our Client Service Policy, Library users are encouraged to provide feedback on services, make complaints and make suggestions for purchase through the Suggestions function on the catalogue or...
through the Suggestion Boxes at each service point. All suggestions or complaints are answered personally or through the noticeboards.

A Client Feedback Database was established this year, which records the number of client suggestions received each month. Responses to complaints or suggestions for improvement receive a written response from the Senior Executive, while responses to unsigned submissions are posted on the Suggestions Board in the foyer. 402 suggestions were recorded on the database, of which only 24% were complaints.

Data from the Client Feedback Database is graphed and monthly reports distributed to each team to identify areas of improvement. Compliments concerning individual teams or the Library as a whole are included in the monthly report and those which mention individual staff members names are emailed to staff members and their Team Coordinator.

The Client Service Committee used feedback collated from the Database as part of the selection process for recipients of the Library's Client Service Award. In 1996 the recipients were: Jacqueline Birchall and Traci Rice, the Library's systems support staff, for their positive attitude to serving both internal and external clients and Anne Brown, Acquisitions Officer, for her prompt and efficient service in locating items in processing for clients.

One of the important features of the Library's feedback system is that clients are able to suggest items for purchase. Fifty-seven percent of these suggestions were ordered; the remainder were either already held in the collection or did not fall within the research and teaching scope of the university.

Electronic ordering of monographs with the Library's four largest suppliers has significantly reduced supply time by 3 - 4 weeks.

An agreement with the Union Bookshop on campus to place orders electronically means that requests for urgent orders can usually be met within twenty four hours.

Loans turnaround times have greatly improved through strategies such as additional training of casual staff, the multiskilling of permanent staff, the establishment of performance standards and the purchase of new equipment. The guaranteed returns processing time of one and a half hours was usually bettered, with surveys throughout the year showing that 90% of the time, processing was completed within 70 minutes.

424 clients took up the option of receiving their notices via email, enabling them to be quickly notified about the status of their items.

An extensive stocktake of the Curriculum Resources Centre collection enabled the holdings records on the Innopac system to be updated and orders to be placed for missing items. A weeding of the pamphlet collection was also completed and records for this collection added to the database.

Department of School Education materials were recatalogued and integrated into the main collection.
As a result of improvements made in the CRC, more clients use the Centre and borrowing increased by about 18% on the previous year.

A shelf check of the Law Lending collection was completed in December. Staff from other sections of the Library assisted.

The improvement in the organisation of the Library's newspaper collection was in response to feedback from clients. Open shelving, the use of large crates and improved labelling have provided easier access to the collection for clients.

A weeding program of Audio Visual equipment and the newspaper collection has improved the accessibility of this busy area.

The Archivist developed an Internet site for the Library's Archive Collection which has proved to be very popular. Internet users are able to access information on a variety of resources held in the Archives Collection, including Rare Books, Acquired Archives and Manuscripts and a Pictorial and Poster Collection.

A chronological listing of 1200 reels from the WIN 4 Film Collection 1964-1981 was compiled by staff. For the first time, clients have ease of access to this valuable resource.

Claims for missing serials issues were sent weekly from April, rather than six weekly. This meant that missing issues were identified more quickly and the Claims Officer has a more even distribution of claims needing attention.

Cataloguing staff processed 16,920 new titles into the collection during 1996, an improvement of 4.78% over 1995.

An increase in interlibrary loans requests from our own staff and students and other organisations and libraries, indicates that we are becoming a preferred supplier. Many libraries are selecting this university as the first library to approach when requesting to borrow or obtain copies from our collection.

Interlibrary Loans staff are able to guarantee sending requests within 24 hours and receive many documents within 5 days of the request being placed.

The Library's Promotions Committee was active again in 1996 organising displays and coordinating publicity for the Library's services:

**Heritage Week**

An exhibition in March entitled Magnificent Voyages focused on the visit to the Illawarra during the nineteenth century of two international exploratory expeditions: the Austrian Novara Scientific Expedition (1858) and the United States Exploring Expedition (1839-40). The display featured the recent acquisitions to the Library Rare Book collection of the reports of these expeditions. The exhibition was opened by Commodore Sam Bateman of the University's Centre for Maritime Policy and received coverage in the local media. A small reception for a number of campus personnel and local dignitaries was held in conjunction with the opening of the exhibition.
Faculty information evenings
A colourful display of international flags, in conjunction with a display highlighting corresponding Internet sites, was staged during September to coincide with the Faculty Information evenings for Year 12 students. A theme of *University Library - in touch with the World*, was adopted.

Library Week
Library activities were arranged around the Library Week theme: *Reading the Future*. Two Internet sessions were held and an Internet display was mounted. In addition an Internet Scavenge competition was staged with prizes from the Union bookshop and Information Technology Services.

Census display
A small display to coincide with the 1996 census was mounted in August, using display material obtained from the Australian Bureau of Statistics.

Library newsletter
A competition to rename the Library newsletter was conducted during November. A good response to the competition was received and a winning name: *news@library* was chosen which will be adopted from the first issue in 1997. The Library Newsletter was published in Summer, Autumn and Spring sessions.

Quality award
The *Australian Quality Awards 1996 Achievement in Business Excellence*, awarded on November 12, provided some excellent publicity for the Library in both national and local newspapers. The Award was commended by the University Council and advertised on the University's World Wide Web Home Page for several weeks.

Other
Illawarra Citizens Advocacy and Amnesty International displays were held during May.

Publicity
The Library was successful in obtaining coverage of a number of its activities in campus publications and television coverage of the Magnificent Voyages display.

The Sandwich Board outside the Library, which is updated daily, again proved an effective means of alerting our client groups to classes, information sessions and other Library services.
Effective Support for Research Teaching and Learning

Key Goals

Development of the collection to support the teaching program and key research areas of the University.

Rapid access to information and materials not available locally and timely document delivery services.

Information literacy programs which enable clients to develop independent skills to locate, evaluate and use information.

Commitment to the support of key research areas for academic staff, their teaching programs and the learning needs of students was evidenced by the range of dynamic and proactive services provided by the Library in 1996.

A move towards a student centred or problem based approach to teaching and learning in the University has increased the need for Library staff to collaborate with academic staff on information literacy programs. As part of a strategy to forge links amongst University staff interested in information literacy, three reference librarians were invited to become members of the University's Teaching and Learning Research group.

New challenges arise as we continue to strive to develop a collection that meets the needs of students and academics alike. Decisions such as print versus electronic formats and remote access versus local holdings need to be weighed against cost, accessibility and ease of use.

The rapid changes in the way information is available to our clients has also placed a high demand on our support services. Information and Reference Desk staff are fielding both technical and reference questions for clients who are using electronic information resources from their homes or offices.

Information literacy continues to be a core service provided by the Reference Services Team. Increasingly, time is spent on evaluating teaching methods to ensure maximum benefit is gained during the time students spend in Library tutorials. This reflective practice has resulted in a more interactive approach to our teaching where students are required to actively participate and to take some responsibility for their own learning. Many academic staff, in conjunction with their Faculty Librarians, are seeing the benefits of setting assessable tasks to be completed after attending Library tutorials.

Information Literacy classes

The number of students reached through our Information Literacy programs in 1996 is slightly less than in 1995. The number of classes requested for curriculum support seems to be at a peak and Faculty Librarians are fully committed during the first weeks of session, the most popular time for classes.
Generic information skills classes such as Lunchtime and Saturday Workshops are offered continually throughout the year, although their frequency is adjusted to meet client demand. Saturday workshops have doubled in popularity. Originally designed for part-time students, full-time students and community members also attend for a range of personal reasons and preferences.

Orientation classes have proved increasingly important for new students, with 1,243 students attending the Library Survival program during the 1996 Orientation Week.

**Promotion of Information Literacy**
Over the last three years, the Library has hosted an Information Literacy Forum for academic staff aimed at heightening awareness of the need for students to develop information literacy skills, which will equip them for lifelong learning.

In February, fifty participants from across the University met to discuss issues such as critical thinking, integration of comprehensive information literacies into the curriculum and the special needs of postgraduate students.

In August 1995, Lynne Wright and Catriona McGurk were invited to be members of a University Working Party on Comprehensive Information Literacies, formed to investigate the integration of statistical, information and computer literacy into the curriculum. The Working Party was successful in obtaining a $20,000 Strategic Development Grant to release Catriona McGurk for two days per week to further the research in this area and to seek an appropriate model for integration.

An important outcome of the Working Party was to host a Workshop on Comprehensive Information Literacies in November. The Workshop served to further promote the Library’s role in information literacy issues, whilst identifying broader campus-wide issues relating to computer, statistical and information literacy.

**The Research Edge**
The Library was successful in obtaining a University Teaching Development Grant to develop specialised teaching modules, specifically for postgraduate students, in order to enhance their research and information retrieval skills.

The modules formed the basis of a three day intensive course aptly named The Research Edge. Modules cover a broad range of information skills ranging from searching traditional material, such as citation indexes, to CD ROM searching, electronic discussion groups and the Internet. A pilot course was held in January which was thoroughly
evaluated and modified before further courses were offered in February, July and
September. A modest fee of $90 per course was set to cover the cost of a folder of support
materials and employment of casual librarians to release members of the Reference
Services Team to teach this intensive program.

The course has been well received on campus by students and academics and will be
offered again in 1997. The folder of support material will be on sale in the Union
Bookshop for those students who do not wish to attend the course.

*EndNote* demonstrations, offered to staff and postgraduates, were very successful, with
over 100 clients attending. *EndNote* is a bibliographic management program used to
store, organise and search a database of references and to create bibliographies automatically.

**Workshops in faculties**
Successful *Research Edge* courses for postgraduate students, resulted in academics from
three faculties requesting a program for their colleagues and research assistants. Three
tailored programs were conducted for academics in the departments of Sociology and
Nursing and the Faculty of Creative Arts.

**Librarians in faculties**
Expansion of electronic access to information across campus has been a high priority in
1996. To ensure maximum benefit is derived from electronic information sources,
Faculty Librarians have provided individual assistance to academic staff in their offices.
Two Faculty Librarians have spent regular time in the faculties each week and others have
worked on the basis of appointment only.

**General staff training**
The importance of offering information skills sessions to general staff was recognised by the
inclusion of two half-day training sessions in the University’s Career Development schedule. The
sessions, taught by Faculty Librarians, covered use of the catalogue, CD ROM searching and Internet
navigation.

**Roving help**
The concept of a *roving* staff member, available to assist students to familiarise themselves with
specialised sections of the Library, was introduced in 1996.

Targeted areas were the Reserve Collection during the first few weeks of the Autumn session and the
CD ROM room in the latter half of Autumn session and during Spring Session. An opportunity to have
individual assistance at the point of need proved extremely popular with our clients and will be
continued during 1997.

**Introduction to Library Skills Handbook**
This was originally designed for the information literacy component of ARTS101 and
has been on sale in the University Union Bookshop throughout 1996. It has now been
adapted for all undergraduate students and will be on sale in the bookshop for the new academic year.

Information access via the catalogue
In an effort to increase the awareness and usage of valuable and often expensive information resources, an initiative undertaken this year was to include new Australian Bureau of Statistics titles, Australian Annual Reports on CD ROM and full text journals available on the General Periodicals on Disc files on the catalogue. The inclusion of these titles has ensured greater awareness of and access to these key library resources.

Serials binding
Previously, serial titles sent for binding have been unavailable for a period of up to five weeks, often causing inconvenience if titles are included on reading lists. From the commencement of Autumn Session 1996, academic staff were able to nominate titles that must be available at specific times of the year.

World Wide Web access
Improved access to remote research resources was delivered through the development of a Library Web page and through the provision of a greater range of databases available from any point on the campus network, (described in the Innovation section of this report).

External library services
In 1996 the External Library Service was extended to all students enrolled at the University of Wollongong studying through the distance education mode. These students number approximately 350 and include PAGE, Sydney Centre and other off-campus students.

Late in 1995, Interlibrary Loans assumed responsibility for processing all external library service requests. In 1996 they received 263 requests, 56% were for monographs and 35% were for journal articles. A small number of requests were received for CD ROM database searches and these were conducted by Faculty Librarians.

The Library continued as a member of the Open Learning library service during 1996. A small number of local resident students (20) enrolled as Open Learning borrowers. Collection development funds received from Open Learning Australia, as part of library service membership, have been used to purchase materials for courses. The Library also conducted a number of Saturday morning workshops throughout the year to cater for the needs of Open Learning students.

Disabled assistance
One hundred students were registered with Disabilities Services during 1996 and the Library continually reviews their changing needs, to ensure services continue to be relevant.

Guidelines for Disabled Assistance were established in 1996. As a significant amount of information required by students can only be accessed electronically, three staff in Technical Services provided the hands and eyes for CD ROM searching, catalogue searching, collecting materials and photocopying. The Reference Services Librarian co-ordinates this service.

In addition to traditional resource sharing with other libraries, Interlibrary Loans currently uses five commercial suppliers to obtain documents: British Library Document Supply Centre, Canada Institute for Scientific and Technical Information, EBSCOdoc,
KPI: Study space availability

UMI Infostore and CARL Uncover. These suppliers have proved to be an invaluable source for documents which are difficult to locate. They were selected for both their speed of service and competitive prices.

Interlibrary Loans will continue to investigate other commercial suppliers in an effort to provide rapid access to requested material in the most cost effective manner.

The Special Collections study area has always been popular due to a combination of a light, airy atmosphere and pleasant outlook. When the large tables became the target for noisy group study, these were replaced with new carrel seating early in 1996.

A seating survey conducted in mid 1996 revealed the Library had adequate carrel type seating to meet the needs of students wishing to study individually, however changes in teaching and learning assessments require more students to work together on group assignments and presentations. To assist with their needs, whilst maintaining a quiet environment in the Library, three seminar rooms with overhead projectors have been made available for student use. In peak times the rooms are constantly in demand, with just under 2,000 bookings this year.

Reference collection

The Reference Collection is reviewed annually for relevance and use. Due to the low usage of some print indexes, those which overlapped with electronic equivalents were removed. This has enabled expansion of the remainder of the Reference Collection.

Special collections

A major reorganisation of the Special Collections area was undertaken during the year to improve client access, as well as the general aesthetics of the area. This involved culling the newspaper collection, removing old and broken machinery and improving the shelf labelling in the area. A stocktake of the video collection was undertaken and an inventory of equipment prepared.

A comprehensive listing of the WIN Television film collection was compiled. This collection numbers some 1200 reels plus archival records and is well utilised each year.

Additions to the collection included *The New York Times* on microfilm for the period 1939 to 1991, including print indexes for the same period and a collection of material from the descendants of Carl Weber, a local engineer and photographer at the turn of century. Access to the Archives Collection was further facilitated by the creation of an Archives Web page early in 1996.

New databases

A number of new CDROM databases subscription were established from the beginning of 1996. These included: *Philosopher’s Index*; *Music Index*; *MUSE*; *Chemical Abstracts*; *General Science Abstracts* and *Ecodisc*.

Initiatives funds

Initiatives funding is used for the purchase of monographs and non-book materials to support new subjects and courses. Most faculties made submissions for Initiatives funds totalling $48,000 in 1996.

Student suggestions

Library clients are encouraged to make suggestions for purchase through the suggestions feature on the Library Catalogue. This has been identified as one means of ensuring the monograph collection is relevant to student needs. All suggestions which were in print and relevant to teaching or research were purchased.
Effective/Efficient Resource Management

Strategic planning and program budgeting to link client needs to resource allocation efficiently and effectively.

Continuous improvement principles integral to all processes to ensure efficiency and effectiveness. Expenditure targets which meet client and stakeholder needs.

Balanced and flexible human resources planning to achieve optimum levels of staffing for services and operations, to meet current and future demands.

Strategies implemented in 1996 to ensure client and staff needs were being met within a climate of funding reductions were:

- a more flexible working environment, responsive to requests from staff preferring part time hours, and the creation of some limited term positions. Outsourcing was also trialed with 550 items being sent to a contract cataloguer for original cataloguing.
- trialing of staff working from home (teleworking) in response to a proposal submitted by staff in the Acquisitions Team.
- reviewing of vacant positions to ensure job design incorporates environmental changes, client needs and staff career planning.
- forward projection of salaries costs to plan future needs within fund availability.

With the advice and support of the Library Committee, strategies were implemented to assist faculties to manage their bookvote allocation, for example:

- detailed expenditure reports were provided through the Library management system, Innopac. Supplier performance reports, generated from the system, provided data on price increases based on our own serials profile. These proved more accurate than published reports.
- texts and recommended readings continued to be purchased by obtaining lists from the Union Bookshop, thus ensuring availability by the start of the relevant session.
- one hundred and forty one student suggestions, received through the Innopac system were purchased.
- monograph spending targets were reviewed and brought forward to ensure expenditure by year-end.
- initiatives funding for new courses was allocated by the Library Committee on the basis of submission and orders were processed before the commencement of the new programs.

Effective negotiations with suppliers, a strong Australian dollar and relative price stability combined to generate a healthy surplus. This should enable some departments to maintain current spending patterns for 1997.
Extended access to databases
Austrom, a collection of Australian databases, was added to the ERL (Electronic Reference Library). The ERL, originally installed in 1995, enables researchers to access a number of popular databases from their desk-tops.

Green Team
In support of the University's commitment to energy conservation, a team was formed to examine various aspects of energy use. New procedures for the collection of waste paper have been implemented, resulting in increased recycling.

Mail procedures
In accordance with our emphasis on the team approach and multiskilling, mail collection and distribution procedures were streamlined, with each team taking responsibility for its own mail.

Materials processing
On the basis of data collected during a trial period, the Materials Processing Team established a new service standard, committing members to completing endprocessing, (spine labelling, tattle-taping, identification), within 10 working days of receiving an item.

Multimedia procedure
Since the acquisition and processing of multimedia items is relatively complex, a checklist was developed to ensure that all required processing steps were followed in the correct order.

Rescheduling of serials binding
In response to client concern about the availability of serials in times of high demand, academic staff were consulted and, as a result, binding schedules for a number of titles were altered to correspond with periods of minimum usage.

Electronic ordering
The electronic ordering facility was enhanced during 1995 to include monograph ordering, resulting in significantly improved delivery times by up to four weeks.

Quality Teams
Improvements in processes and services were achieved also through the Quality Team methodology. Teams are formed from volunteers, are usually cross-functional and are formed for a relatively short time to address issues of critical importance to clients. Issues are usually identified through client focus groups.

The Quality Teams presented their findings and recommendations at the annual Quality Breakfast or at general staff meetings. The missions and outcomes of the 1995-96 teams are summarised below:

Ready Reserves
*Mission:* Enhance the quality of client service within the Reserve Collection through improved access and procedures.

*Outcome:* Improved security and client liaison for the Reserve Collection.
Serials Team

*Mission:* Improve processes to ensure that the serials collection is dynamically appropriate to the needs of the University community and to provide consistently high service.

*Outcome:* Rescheduling of the binding program to ensure identified high demand serials are available at peak times and the commencement of a project to enter serials holdings retrospectively.

Space Exploration Team

*Mission:* Review current utilisation of space in the Library and recommend strategies to accommodate future growth and development.

*Outcome:* Additional shelving to be installed over three phases until the year 2000, recommendations for changed use of space and purchase of compactus storage.

Information Access Team


This team originally formed in 1994. The information and technology environment is rapidly changing and the team agreed to become a standing committee to investigate information needs and technological advances appropriate for the University community.

*Outcomes for 1996:* Development of a multimedia purchasing policy, implementation of a lending policy for multimedia items, earmarked space and funding for a multimedia laboratory and development of a Library web page.

The Library's *Quality and Service Excellence* program ensured continuous improvement was implemented in the overall planning process for the year. The Australian Quality Council's organisational assessment framework was used to measure organisational performance and thus identify key areas for improvement.

A consultative process resulted in the identification of *Critical Success Factors, Key Processes* and *Key Performance Indicators* for the Library as a whole. All work teams were progressively trained in the new terminology and processes and subsequently identified team performance indicators and appropriate measures for each indicator.

Progress in achieving the aims of the *Quality and Service Excellence* program was measured by organisational self assessment and successful submission for the *Australian Quality Awards 1996 Achievement in Business Excellence*, described elsewhere in this Report. As part of the Award process, feedback was provided on opportunities for improvement and these will be addressed as part of the Strategic Planning process for 1997-1998.
A review of the 1995-96 Strategic Plan was conducted in April 1996. Each work team and Quality team reported on the status of improvement strategies. The review demonstrated that 72% of strategies were successfully completed on time, 14.5% were partially completed and 13.5% were altered due to environmental changes, for example, changes in work processes and technology.

Space utilisation
As outlined above, the Space Exploration Team was formed in March to investigate shelving problems and identify strategies to offer short and long term solutions to house the Library’s collections. Staff areas, seminar rooms and teaching spaces were also included in the team’s brief.

An audit of Library space and detailed floor plans of current usage was completed. The team also conducted a number of surveys to determine how the use of space in the Library changes during peak and quiet times, for example, student seating.

Plans commenced for the relocation of the Faculty Librarians office to a more spacious area of the Library and the existing office to be converted to a multimedia teaching laboratory.

The Technical Services Division completed plans for the redesign of work space late in 1996 to reflect altered work flows. Changing technology and software required a new approach to the efficiency of work and service delivery in Technical Services.
Innovation

Continuous improvement of processes, access to information and resource management through the judicious selection of technological and administrative solutions/applications.

Leadership in identification and implementation of administrative applications and best practice in human resources management.

Teleworking

Prospect 2005 states that: changes in the information environment may increase the viability of staff working from their homes and having working hours which are more attuned to their lifestyles. To this end, a focus group developed a trial of teleworking during 1996, which commenced in November. Two staff members from the Acquisitions Team are conducting the trial and measuring throughput against benchmarks of productivity established for in-house working.

World Wide Web

As part of the continuing standardisation of searching interfaces, a Library World Wide Web server was purchased and installed. Netscape web server software and tools were also installed, as well as hardware capability to enable Internet site mirroring on the new server.

Web interfaces to commonly-used databases were installed on the web server, including the ERL databases web interface and Ovid database client. The web version of the local online catalogue system, Innopac, has also been purchased and made available on the Library web server.

Wherever possible, access was provided via the Library's web site to other information resources and Internet databases. Further investigation of the use of the web browsers as the front-end to all databases and information resources available to users of the Library's Infolab is under way.

The Library Web server will become the one-stop shop for information on services, resources, training, and other Library programs. Discipline-specific information of interest to staff and students is being developed by Faculty Librarians, and the layout of the web site reflects the faculty structure of the University, to ensure that information is easily accessible. As training programs are developed, online versions will be added to the web site to encourage independent learning.

Systems staff have developed web page templates to ensure standardised layout and style in the web site.

Key Goals

KPI: Adoption of IT developments

The Library's Web Page
Quicksilver document delivery service

Quicksilver is the Library's interlibrary loans and document delivery online access service. It is currently available to all students and staff eligible to receive interlibrary loans, via the Library's web page.

The Quicksilver web scripts and database were developed by the University's Administrative Information Systems section. A mechanism was developed for tracking the number of requests placed by each registered user and to limit requests to a predetermined budget amount.

Other document supply mechanisms are imminent, including the revised and expanded Ariel document delivery system. The Quicksilver software can be used as the linking mechanism which controls registration, requesting and budget control aspects of the document delivery process.

Access changes to databases

Access to ABI/Inform full text was improved through its inclusion on the database menu in the CD ROM Room.

Use of vendor developed web interfaces has improved the ease of searching of the ERL and Ovid databases.

Subscriptions to a number of databases were changed so that less reliance is now placed on ageing CD servers in the Library and more use is made of remote and locally mounted ERL databases. This has extended campus wide access to a greater number of databases.

The menu structure in the CD ROM Room was changed away from options based on software systems to options based on broad subject areas.

Network upgrade

During 1996 coaxial network cabling on three floors of the Library was replaced with twisted pair links. A higher bandwidth connection to the campus backbone was also installed. To accommodate new networking equipment and to facilitate more efficient cabling throughout the building, three new cable closets were fitted out. While some coaxial cabling will be retained, most workstations will be converted to twisted pair links over the next year. This should ensure greater reliability of access to the network, and fewer disruptions to connections.

Portable workstations for Faculty Librarians

Portable notebook computers were purchased for the Faculty Librarians, with the aim of providing services in locations other than the Library building. Despite design problems, necessitating several operating system upgrades, and replacement of faulty components, a satisfactory level of system operation was finally attained and Faculty Librarians are using the portables to teach information literacy and library skills at suitable locations across campus, as well as to demonstrate techniques and resources in faculty staff offices.

Statistics package (internal)

An integrated Statistics Package was developed to enable access by all staff to the Library's statistics. Statistics are entered to Excel spreadsheets by designated persons in each team/department and cumulated to two global statistics databases. One database shows the current year's cumulated statistics and the other a baseline statistics database to map past activity and predict future activity.
Electronic invoice processing - serials
The first electronic invoices were received in the Serials team, reducing data entry and speeding up the process of entering invoice information in the Innopac database. Currently, the Library can accept electronic invoices from two of its major serials suppliers.

Electronic ordering - monographs
The first successful electronic orders were placed with Blackwells UK. The ability to place orders electronically has meant far less paperwork, processing and posting of orders. Currently, four vendors accept electronic orders. This year, 75% of the 13003 orders placed were through electronic data interchange.

Electronic notices
Library notices, notifying clients of overdues, recalls and reserved items, can now be sent electronically, using the campus email system. This method of receiving notices is voluntary and, although only 2% of borrowers elected to receive notices in this way, earlier advertising of the option should improve participation in 1997.

Subject and name authority control
Updated authority files were purchased from the Australian Bibliographic Network. All subject headings attached to records on our database have been loaded including see references and alternate headings. This change assists clients to locate items, using a range of terminology.

Innopac release 10 installation
The long awaited upgrade of the Innopac software was implemented. Release 10 has solved a number of functional problems, and improved Internet connectivity for file-transfer between vendors and the Library system. The upgrade was not without its problems, but with perseverance and a sense of humour most were overcome.

Management information
The statistics collection and data entry methods were monitored throughout the year to ensure that only essential data is collected and updated. All team members have access to both team and global statistics. The central database is updated automatically as each team's statistics are added, so that management information is always current.

Annual Development Review
A new form of the Annual Development Review process was trialed by the Faculty Librarians. The new format places more emphasis on objective-setting and career planning, as well as more closely linking team and individual goals.

Style Manual
A style manual was developed to assist staff in preparing publications, correspondence and reports, with the aims of producing written material of uniform high quality and to help foster a corporate image for the Library.

Quality Management Handbook
The Library's Management Handbook was reviewed, reorganised and updated. Renamed the Quality Management Handbook, it is available on the internal network to support management decision-making.

KPI: Effectiveness of management practices
Staff Wellbeing

**Key Goals**

Excellent recruitment and selection processes which conform to University policy and EEO requirements, which attract staff with the capacity to meet or develop defined skill levels and acquire identified key attributes.

Performance management processes which link organisational, team and individual goals and which identify individual training and career development needs. Staff development policies and programs which effectively integrate individual and organisational learning.

Staff empowerment achieved through innovative human resource policies, a team-based organisational structure and communication and decision-support systems which ensure all staff have the information needed for decision making and involvement.

A safe, healthy and pleasant environment, meeting all legislative requirements. Space and equipment which meet staff needs. Policies and conditions conducive to high staff morale.

The Library's Values, developed in 1995, reflect our approach to staff wellbeing: fairness, support and valuing differences are included in the Value relating to staff.

Staff training and development focused on three main areas. Firstly, reviewing and updating relevant policies. Secondly, improving the integration of training into the workplace and thirdly, conducting training programs relevant to organisational and individual staff needs.

The Staff Training and Development Committee developed its own mission statement which reflects the role of staff training and development within the Library: Quality staff development strategies to ensure staff wellbeing and achievement of Library goals.

The Staff Training and Development, Study Time and Induction policies were reviewed and updated in order to ensure that they meet the needs of both the organisation and individual staff.

The Career Development Policy was implemented. The aim of career development is for staff to have the opportunity to develop an individual career plan with the support of their team coordinator.

The Library aims to provide equitable access to training and development activities for all staff. During 1996, 97% of staff attended at least one training and development activity. A total of 2465.5 hours was devoted to staff training and development which represents 5.07 days per full time position.

Integration of training was improved through revised policy and procedures which support pre-activity discussion, establishment of objectives with coordinators and
identification of integration activities to be carried out following training. As part of this process, a Staff Development Guide for Team Coordinators was developed and issued to all teams. Workplace integration is also measured through evaluation conducted approximately 90 days after course completion. During 1996, 86.6% of participants who attended external training courses applied skills, knowledge or attitudes back in the workplace; the figure for internal courses was 95%.

The Staff Development Officer presented a one-day Client Service Skills Workshop to staff from other libraries (including public, special and academic libraries). As a result, she was invited to present a workshop for staff at Parramatta City Library in December.

Four registrations (Helen Mandl, Pam Epe, Michelle Aitkin and Craig Littler) were supported for the ALIA Biennial Conference, Reading the Future, in Melbourne. Two staff (Sonya Ollersen and Bernadette Stephens) attended the AIMA Special Institute for Library Technicians.

In-house courses conducted during 1996 included: Assertiveness Techniques, Client Service Skills, TQM Awareness, Developing Key Performance Indicators, Self Disclosure, Team Building, Teaching in Focus, Understanding Self and Others: an Introduction to Myers Briggs Type Indicator, Students with Disabilities, Cataloguers and the Web and CD ROM; getting started.

The major training priorities for the Library were determined by identifying core training. This training is designed to achieve organisational goals and to provide skills required by all Library staff. Core training includes: Client Service Skills, Team Building Skills, Feedback Skills, TQM Awareness, Telephone Techniques, Information Literacy Skills and Basic Computer Skills.

A Training Needs Analysis was conducted for Level 4 staff. Both staff and team coordinators were involved in this process. Recommendations from the analysis included: basic and advanced ABN courses be developed, staff involved in statistical analysis to receive Excel training and training in benchmarking, minute taking and procedure writing to be developed and presented in 1997.

Five staff members had study time approved for the University or Illawarra Institute of Technology course in which they were enrolled.

A Communication Policy was developed which outlines the responsibilities, procedures and evaluation of communication within the Library.

As most staff in the Library prepare their own correspondence and other documents, a Style Manual was developed by the Staff Training and Development Committee. The aim of this manual is to achieve quality and standardisation in all Library documents.

The Library's Annual Development Review process was revised and updated by the Deputy University Librarian in consultation with the Management Advisory Team. The Development Review provides an opportunity for team members and their coordinators to discuss individual objectives, needs, personal or career objectives, performance feedback, the coordinator's role and skills review. The review focuses on identified skills, knowledge and attitudes which Library staff should possess to support the achievement of our mission and key goals and also allows staff the opportunity to develop short and long term career goals. The revised process was successfully trialed and will be adopted for all staff in 1997.
The Staff Training and Development Committee selected the recipient of the annual *Rita Rando Merit Award* Margie Jantti, from the Loans Team, was chosen for her consistently high level of client service, courteous and tactful manner and support and effort in encouraging, motivating and successfully leading the Loans Team.

A number of staff have been involved in Quality and Project teams throughout the year. These opportunities have allowed staff to broaden skills, break down team barriers, develop confidence and build relationships outside their normal work teams. Over 65% of staff have been involved in activities outside their normal day to day work, for example: *Information Access Team, Induction Team, Space Exploration Team* and the various internal committees.

Margie Jantti, as Loans Coordinator, visited Chiang Mai University and Prince of Songkla University Libraries in Thailand, as part of the Library International Relations Program between May 15 and June 14, 1996. The aim of this visit was to assist with the implementation of the Innovative Interfaces Loans Module, to develop training programs for circulation staff and to foster relationships and strategic alliances with international institutions. The exchange of knowledge, expertise and understanding assisted Margie in both her personal and professional development.

Helen Mandl, Informatics Faculty Librarian, received the *Vice Chancellor’s Award for Outstanding Service for General Staff* for her project, entitled *The Research Edge*. This comprised a series of teaching modules to impart information literacy skills to postgraduate students. Helen was the coordinator of this project, developing the framework and leading a team of staff in its design and implementation. The student evaluations reveal an extremely high level of satisfaction with the organisation, information and presentation of the course.

**Induction program**

The Induction Policy and program was reviewed by a small project team comprising both experienced and relatively new staff. The objective of the team was to develop a staff induction process which is responsive to the needs of new staff and mindful of departmental constraints. Members of the team were Lorraine Denny, Shauna Miller, Rod Higham, Jen Lyons and Paula Brown.

The objectives of the Induction Program are: to be responsive to the needs of new staff and to familiarise staff with the goals, policies and procedures of all sections of the Library. The

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**KPI: Staff satisfaction**

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The objectives of the Induction Program are: to be responsive to the needs of new staff and to familiarise staff with the goals, policies and procedures of all sections of the Library. The
program is designed to: establish a consistent approach to the induction of new staff; help clarify the Library's expectations of new staff; show the importance of Quality principles in all aspects of Library operations and identify responsibility for the various steps in the program.

The revised Induction Kit covers organisational and information needs of the new staff member and is issued in various stages to avoid information overload for the new staff member.

**Staff Perceptions Survey**

As a result of conducting an organisational self-assessment, the need for a staff survey to measure the wellbeing of the Library's staff and to obtain their feedback on a range of staff related issues was identified. A survey was modelled on that used by Kodak, an organisation recognised by the Australian Quality Council and was distributed to staff for completion in July. The survey was developed to determine perceptions of the importance of a range of factors which may affect how well staff are able to function in their job and to rate how well the Library performs in these areas. The data will be used to identify areas for improvement strategies, as part of the Library's continuous improvement cycle.

The response rate to the survey was very high, with a return rate of 92% (57 of 62 surveys returned). The majority of respondents ranked performance on factors such as teamwork, participation and planning very highly. The survey will be repeated regularly, probably on an annual basis.

An Occupational Health and Safety Committee was established in August. The purpose of the Committee is:

- to enable all staff to work as a team so as to establish a safe and healthy working environment;
- to provide a forum in which frank and open discussion may occur on issues relating to the protection of all persons;
- to enable all persons employed in the Library and those persons covered by the legislation to refer matters to the Committee for advice and assistance.

Occupational Health and Safety information sessions included back care and the air conditioning system.

The Curriculum Resource Centre (CRC) closed from October to the beginning of Autumn Session 97. This is necessary due to the presence of asbestos in ceiling material that warranted removal. The CRC Library collection is being stored off campus and staff are redeployed in the main Library during this time.

Evacuation procedures were updated and publicised throughout the Library in order to ensure that all staff were aware of emergency procedures and to reflect changes in the staff responsible for coordination in the event of an emergency.

**KPI: Workplace health and safety**

![Staff Satisfaction & Wellbeing](image)

Satisfaction and Wellbeing factors attracted an average rating of 5.72 for performance in the Staff Perceptions Survey.
Staff Development Programs

The majority of staff participated in at least one staff development activity during the year. This may have been a program developed by the Staff Development Officer or other Library staff, a workshop presented by the Career Development Unit or an external conference, seminar or course. The following list is not exhaustive but is indicative of the range and variety of relevant training and development opportunities available to Library staff:

<table>
<thead>
<tr>
<th>Activities</th>
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<tr>
<td>Achieving Winning Results Through Performance Measurement</td>
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<td>ALIA Biennial Conference - Reading the Future</td>
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<td>Assertiveness Techniques</td>
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<td>Benchmarking Your Library</td>
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<td>Cataloguers and the Web</td>
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<td>CD ROM: Getting Started</td>
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<td>Client Service Skills Workshop</td>
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<td>Creating Impact with Design and Layout</td>
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<td>Desktop Publishing with Pagemaker 6.0</td>
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<td>Developing Key Performance Indicators</td>
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<td>Dewey Decimal Classification Edition 21 Update</td>
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<td>Feedback and Counselling Skills</td>
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<tr>
<td>General Staff Selection</td>
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<tr>
<td>Hyperlinked and Hyperactive: Serials Acquisitions of the Future</td>
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<tr>
<td>Internet Web Page Design</td>
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<td>Introduction to Excel 5.0</td>
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<td>Introduction to Supervision</td>
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<td>Introduction to Tertiary Teaching</td>
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<td>Leading Teams and Workgroups</td>
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<td>Motivational Leadership</td>
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<td>Multimedia Seminar</td>
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<td>NUCOS and Other CD ROMs</td>
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<td>Organisational Self Assessment</td>
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<td>Performance Indicators for Libraries</td>
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<td>Powerful Presentations</td>
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<td>Problem Based and Experiential Learning in Professional Education</td>
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<td>Promotion and Reclassification Seminar</td>
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<td>Quality Teams Network Forum</td>
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<td>Resolving Workplace Conflict</td>
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<tr>
<td>Searching the Library Catalogue and CD ROM Databases</td>
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<td>Sense Making Methodology and Methods</td>
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<td>Should the Instructor Talk? Attention and Power</td>
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<td>Stress Management</td>
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<td>Students with Disabilities Workshop</td>
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<td>Teaching in Focus</td>
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<td>Team Building</td>
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<tr>
<td>Team Communication Skills - Self Disclosure</td>
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<tr>
<td>Time Management</td>
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<tr>
<td>TQM Awareness Workshop</td>
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<tr>
<td>Tricks for Trainers</td>
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<tr>
<td>Writing Reports and Proposals</td>
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</table>
The efficiency and effectiveness of the Library depends to a large extent on its relations with its clients and other stakeholders. For more than a decade, we have sought to strengthen our interactions in order to improve the services offered, gain access to other information resources and to share our experiences and facilities on a reciprocal basis in a manner which benefits the University.

To provide staff and students of the University with access to a wide range of materials in other libraries, reciprocal borrowing agreements have been negotiated with a number of institutions. Our partners include all non-metropolitan NSW universities and NSW TAFE (all categories of borrowers) and NSW metropolitan universities (academic staff and post-graduate students). Arrangements are also in place with most interstate universities for academic staff and postgraduate students.

In addition to our participation in the national interlibrary lending scheme administered by the Australian Council of Libraries and Information Services, the Library has special arrangements with a number of libraries. The arrangements are aimed at increasing the availability of information in the most cost effective manner. Our partners include Illawarra Area Health Service, BHP Research Laboratories and public libraries in the Illawarra region.

Libraries have a long history of cooperative endeavour. These alliances are particularly important to institutions, such as the University of Wollongong, which do not have large collections or the resources to act independently on large-scale developments. Membership of the major industry associations provides the Library with access to the latest information of developments in the information industry, permits participation in cooperative projects and encourages the exchange of ideas between libraries. Council of Australian University Librarians - the University Librarian, John Shipp, was president of CAUL from May, 1992 until November, 1996. The Council has been active in the negotiation of consortium deals for access to databases.

Australian Council of Libraries and Information Services - over the past few years, ACLIS has represented libraries in negotiations with government. It has provided strong advice on copyright and intellectual property law reform. The University Librarian is a member of the NSW Branch council.

Australian Library and Information Association - in addition to being the major professional association for Australian librarians, ALIA is an effective lobbying organisation on national issues affecting libraries. The university Librarian was elected as Vice-President for 1997 and will be President in 1999. Helen Mandl, Faculty of Informatics Librarian, has been on the NSW Branch Council of ALIA for some years and will be Branch President in 1997.

UNISON - the NSW Vice-Chancellors' Conference established UNISON as a committee of advice. It meets to discuss issues relating to university libraries, operates reciprocal borrowing schemes and facilitates cooperative projects. The University Librarian is a member of the executive committee.

Australian Bibliographic Network - the Library has been a participant in ABN since its establishment in 1982. The Network provides national coordination of cataloguing and interlibrary loans. Shauna Miller is secretary of the NSW ABN Users Group.

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**Other organisations**

Australian Vice-Chancellors’ Committee - the University Librarian is a member of the AVCC Standing Committee on Information Resources. He is also the convenor of the Database Access Working Group which since 1993 has conducted projects valued at $2 million.

Australian Innovative Users Group - the Technology Development Librarian, Neil Cairns, is chairperson of the group which acts as a forum of discussion on matters relating to the Innovative Interfaces library automation system.

Illawarra Quality Information Network - part of our commitment to quality involves sharing our experiences with local industries. Margie Jantti, Pam Epe and Lorraine Denny are active participants in IQIN events.

The Library seeks to support the University's role in the local community by participating in local events, making the collection available to community members and by encouraging staff members to contribute professionally to local organisations.

The Archivist was involved in a number of community activities during 1996, arising out of his membership of the Wollongong Heritage Committee and Illawarra Historical Society. Talks on archives and archival research were presented to University of the Third Age groups at Wollongong and the Shoalhaven, also the Berry and Illawarra Historical Societies, and to students at Smith Hill High School. During these occasions the opportunity was taken to publicise the University Library and its collections.

A major display on a maritime heritage theme entitled Magnificent Voyages was mounted in the Library foyer during Heritage Week, and received widespread media coverage.

Classes were conducted for Illawarra Institute of Technology students, as well as tours of Library operations for Associate Diploma of Arts (Library Practice) students. The Library also supported a number of workplace placements for Library Practice students.

Craig Littler, the Faculty Librarian for Engineering participated in the Girls in Engineering Summer School. Sixty two students were provided with hands on experience with the Virtual Library using Netscape to access various Engineering sites on the Internet. Craig also maintains liaison with the Institution of Engineers, Open Learning Australia, the Flexible Learning Academic Forum and the BHP Library.

A hands-on CD Rom session was presented to twenty high school careers advisers during February. This is part of an annual promotion by the University's External Relations-Marketing branch.

Members of the Library staff continued their involvement in the committee structure of the University which promotes the role of the Library and contributes to the achievement of University goals. Staff members also benefit from the exposure to University-wide issues and access to opportunities for professional development.

**Community liaison**

**University participation**

<table>
<thead>
<tr>
<th>Name</th>
<th>Committee</th>
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<tbody>
<tr>
<td>John Shipp</td>
<td>Academic Senate, Computer Policy Committee, Library Committee</td>
</tr>
<tr>
<td>Felicity McGregor</td>
<td>University Council, Administrative Committee, Library Committee, General Staff Development Advisory Committee, Academic Staff Development Advisory Committee</td>
</tr>
<tr>
<td>Neil Cairns</td>
<td>Faculty Computer Users Committee</td>
</tr>
<tr>
<td>Lynne Wright</td>
<td>Comprehensive Information Literacies Working Party, Disabilities Committee on Information Access</td>
</tr>
<tr>
<td>Catriona McGurk</td>
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</tbody>
</table>
The University has agreements with a number of universities throughout the world. There are particularly strong links with the Prince of Songkla University in Thailand. Ratchaneekorn Chintawong, Head of the Reference and Information Department at the Hat Yai campus, spent a month in Wollongong during 1995 evaluating our information literacy programs.

In 1996, Margie Jantti visited Hat Yai following a three week stay at the University of Chiang Mai. Margie’s visit to Chiang Mai involved conducting a training course on the use of the loans module of the Innovative Interfaces library system. Three members of the Chiang Mai University Library staff visited Wollongong later in the year to learn about the serials module of the system.

The University Librarian also visited Prince of Songkla University and the University of Chiang Mai while in Thailand to take part in a student attraction exhibition. He also visited Gadjah Mada University and Brawa Jaya University in Indonesia both of which have links to the University of Wollongong.


Staff Members

ADMINISTRATION
University Librarian
John Shipp BA, Dip Ed, Dip Arch Admin, AALIA
Deputy University Librarian
Felicity McGregor BA, Dip Lib, AALIA
Executive Assistant
Jo-anne Lombardi
Administrative Assistant
Lara Duggan
Research Services Librarian
Pam Epe BA, AALIA
Quality Coordinator
Margie Jantti BA, Lib & Info Sci (since August)
Manager, Administrative Services
Lindsay Millard BA, Dip Workplace Relations (until April)
Staff Development Officer
Lorraine Denny BA, Assoc Dip Bus (Hum Res Devt)

TECHNICAL SERVICES
Technology Development Librarian
Neil Cairns BA, Dip Lib
Technical Services Coordinator
Petra Carpenter BA (Lib Info Sci) AALIA

SYSTEMS
Systems Librarian
Karen Lunt BA Lib Inf Sci, MLib
Electronic Services Librarian
Neil Grant BA, Dip Lib
Jacqui Birchall BA, Lib & Info Sci
Traci Rice Assoc Dip Lib Prac (until August)

INTER-LIBRARY LOANS
Inter-Library Loans Coordinator
Donna Bugden Assoc Dip (Lib Prac) (until September)
Heather Kitchener Assoc Dip (Lib Prac)
Nina Pierro
Jen Lyons (since April)

ACQUISITIONS
Acquisitions Coordinator
Barbara McGuire BA, Dip Ed (until June)
Traci Rice Assoc. Dip (Lib Prac (since August)
Anne Brown
Margaret Chandler Lib Prac Cert.
Michelle Chilby Assoc Dip (Lib Prac)
Raji George BA, BEd
Rodney Horan (since September)
Angela Mant BA, Dip Info Mgt Lib
Frances Riva Assoc Dip (Lib Prac)
Ross Smith Dip Mgt
Augusta Stanizzo Assoc Dip Bus Acc
Bernadette Stephens Lib Prac Cert

SERIALS
Serials Cordinator
Kim Misios Assoc Dip (Lib Prac)

Helen Andrews
Lindi Crichton
Diane DeFaveri BA, Dip Lib, AALIA
Cheryl Deith Assoc Dip (Lib Prac)
Sylvia Jacobs
Audrey Kew
Carol Richards
Gwen Vardareff

CATALOGUING
Senior Cataloguer
Rod Higham BA

Michelle Aitkin BA, Dip Com (Bus Info Sys)
Sonya Ollerenshaw Assoc Dip (Lib Prac)
Marion Pain Lib Prac Cert
Sheree Pupovac B Teach,AALIA
Tracy Sweeny BA (Lib), AALIA

INFORMATION SERVICES
Information Services Librarian
Sue Craig BA, Dip Ed, Dip Lib (until August)

Reference Librarian
Lynne Wright Dip Teach, Dip Lib

FACULTY LIBRARIANS
Chris Faricy BA, AALIA
Keith Gaymer BA, Dip Lib, AALIA
Deirdre Jewell BA, Dip Lib
Susan Jones BA, Dip Lib
Craig Littler BSc (Arch), BA, Dip Info Studies, AALIA
Catriona McGurk BA, Dip Lib
Helen Mandl BA, Dip Ed, Dip Inf Man (Lib), AALIA
Elizabeth Peisley Grad Dip App Sci (from August)
Chrissy Ralston B Soc Work, Dip App Sc (Info), AALIA
SPECIAL COLLECTIONS

Archivist
Michael Organ  BSc, Dip Arch Admin (since February)

Special Collections Officer
Tanya Price BA, Dip. Inf Man (Lib)

LOANS

Lending Services Coordinator
Sue Craig BA, Dip Ed, Dip Lib (since September)

Loans Coordinator
Margie Jantti BA (Lib Info Sc) (until August)

Reserve Coordinator
Bronwyn Donald Dip Teach, Dip A (Lib Info Sc), AALIA

Kerry Benny
Afrodita Brbevski
Donna Dee
Dianne Dennis
Toni Lanyon
Irene Mar (since August)
Dianna Maul (since September)
Gary Norwell
Shandell O’Neill  Assoc Dip (Lib Prac)
Norbert Pauly
Frances Pinkerton
Denise Prowse Assoc Dip (Lib Prac)
Susan Spitznagel (since September)
Carol Werner (since September)
Rachael Whitehead Assoc Dip (Lib Prac)
Margaret Williams (since August)
Carol Woolley (since September)

LAW

Law Librarian
Elizabeth White BA, Grad Dip Lib

Gay Antonopoulos BA, AALIA
Cheryl Brindle-Jones BA (Lib Info Sc), Assoc Dip (Lib Prac)
Vicki Dodd Grad Dip Info Mgt
Annette Meldrum
Sandi Wooton Assoc Dip (Lib Prac)

CURRICULUM RESOURCES CENTRE

Curriculum Resources Centre Coordinator
Paula Brown BEd (since March)

Rosemary Cripps (since September)
Belinda Saunders (since September)
Kim Mulligan (since September)
<table>
<thead>
<tr>
<th>Statistics</th>
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<tbody>
<tr>
<td><strong>INFORMATION DESK ENQUIRIES</strong></td>
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<tr>
<td>Directional</td>
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<td>Reference</td>
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<td>Special Collections</td>
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<tr>
<td>Telephone</td>
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<tr>
<td>CD-ROMS</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

| **LAW INFORMATION ENQUIRIES** |
| Directional | 3,156 | 3,183 | 2,210 |
| Catalogue | 2,252 | 1,877 | 1,695 |
| Reference | 4,639 | 5,271 | 3,909 |
| CD-ROMS | 2,614 | 2,198 | 1,950 |
| Other | 8,035 | 8,218 | 3,663 |
| **Total** | 20,696 | 20,747 | 13,427 |

| **OTHER ENQUIRIES** |
| Special Collections | 6,844 | 4,885 | 5,600 |
| Serials | 318 | 239 | 484 |
| **Total** |

| **INTERLIBRARY LOANS** |
| Requested by Wollongong | 12,808 | 15,894 | 14,302 | 11,232 |
| Items Received | 9,316 | 12,642 | 11,225 | 9,826 |
| Requested from Wollongong | 5,425 | 6,223 | 6,057 | 6,967 |
| Items Supplied | 4,311 | 4,465 | 5,235 | 5,044 |

| **CATALOGUING** |
| Monographs | 10,890 | 11,673 | 15,088 | 14,740 |
| Serials | 829 | 475 | 424 | 586 |
| Non-Book | 553 | 510 | 635 | 1,594 |

| **ACQUISITIONS** |
| Monographs - new titles | 8,730 | 11,935 | 12,648 | 15,221 |
| Monographs - additional titles | 1,144 | 2,369 | 3,983 | 1,859 |
| Monographs - donations | 1,048 | 1,059 | 2,983 | 3,304 |

| **LOANS** |
| Central Library General | 325,011 | 349,287 | 410,847 | 369,060 |
| Reserve | 47,951 | 49,557 | 44,028 | 43,144 |
| **Total** | 372,962 | 398,844 | 454,875 | 412,204 |

| **Curriculum Resources** |
| General | 20,719 | 19,945 | 19,723 | 24,224 |
| Reserve | 18,096 | 6,453 | 8,484 | 10,721 |
| **Total** | 38,815 | 26,398 | 28,207 | 34,945 |

| **CD ROM & ONLINE SERVICES** |
| CDROM Searches | 43,655 | 51,053 | 53,953 | 45,318 |
| Online Searches | 96 | 60 | 67 | 34 |
# Library Committee Membership

<table>
<thead>
<tr>
<th>Position</th>
<th>Members</th>
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</thead>
<tbody>
<tr>
<td>Chairperson</td>
<td>Prof W Lovegrove, Pro Vice Chancellor</td>
</tr>
<tr>
<td>Ex-Officio</td>
<td>Mr John Shipp, University Librarian</td>
</tr>
<tr>
<td>Secretary</td>
<td>Ms Felicity McGregor, Deputy University Librarian</td>
</tr>
<tr>
<td>Faculty Representatives</td>
<td></td>
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<tr>
<td>Commerce</td>
<td>Mr W Rifkin</td>
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<tr>
<td>Creative Arts</td>
<td>Mr J Senczuk</td>
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<tr>
<td>Education</td>
<td>Ms R Westbrook</td>
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<td>Engineering</td>
<td>Assoc Prof A Basu</td>
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<tr>
<td>Arts</td>
<td>Prof J Wieland</td>
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<tr>
<td>Informatics</td>
<td>Ms C Alcock</td>
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<tr>
<td>Science</td>
<td>Assoc Prof C Woodroffe</td>
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<tr>
<td>Health &amp; Behavioural Sciences</td>
<td>Dr N Taylor</td>
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<tr>
<td>Law</td>
<td>Mr D Considine</td>
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<tr>
<td>Graduate Faculty</td>
<td>Assoc Prof G Doherty</td>
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<tr>
<td>Student Representative</td>
<td>Ms J Fredricks (Postgraduate)</td>
</tr>
<tr>
<td>Council Representative</td>
<td>Ms S Nixon</td>
</tr>
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Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td>ABI/Inform</td>
<td>Business and Management Database</td>
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<tr>
<td>ABN</td>
<td>Australian Bibliographic Network</td>
</tr>
<tr>
<td>ABS</td>
<td>Australian Bureau of Statistics</td>
</tr>
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<td>ACLIS</td>
<td>Australian Council of Libraries and Information Services</td>
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<td>AIMA</td>
<td>Australian Information Management Association</td>
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<td>ALIA</td>
<td>Australian Library and Information Association</td>
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<tr>
<td>Ariel</td>
<td>Document Transmission software</td>
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<td>AQC</td>
<td>Australian Quality Council</td>
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<td>Austrom</td>
<td>A number of Australian Databases on CD ROM</td>
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<td>CARL Uncover</td>
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<td>CAUL</td>
<td>Council of Australian University Librarians</td>
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<td>CD ROM</td>
<td>Compact Disk Read Only Memory</td>
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<td>CSF</td>
<td>Critical Success Factor</td>
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<td>EBSCOdoc</td>
<td>Document Delivery service</td>
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<tr>
<td>Ecodisc</td>
<td>Ecology database on CD ROM</td>
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<tr>
<td>Endnote</td>
<td>A Bibliographic software program</td>
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<td>ERL</td>
<td>Electronic Reference Library</td>
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<tr>
<td>Infolab</td>
<td>Electronic Database room</td>
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<td>Innopac</td>
<td>Integrated Library Management System</td>
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<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>MUSE</td>
<td>Music database on CD ROM</td>
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<td>Netscape</td>
<td>World Wide Web browser software</td>
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<td>NUCOS</td>
<td>National Union Catalogue of Serials</td>
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<td>Ovid</td>
<td>Database Search software</td>
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<td>Prospect 2005</td>
<td>Library's vision document</td>
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<td>World Wide Web</td>
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