MONASH
UNIVERSITY

Monash University Library

Self Review
Report

May 2003

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1.   Introduction

1.1   Overview of the Self Review and Report

Monash University has implemented a process for self review of all faculties and support services in preparation for a quality audit by the Australian Universities Quality Agency (AUQA). To this end, Monash University Library conducted a self review during February and March 2003. This document, an outcome of the self review, contains strengths and opportunities for improvement identified by staff that relate to current library practices. The report contains a number of findings that would improve the level of quality in library activities. It serves to inform the external panel visit to the library on 15-17 July 2003 and the subsequent report by the panel.

Monash University has established principles for quality specific to this university.[1] Within this context, the library has defined its purpose, or mission, and in this report demonstrates how it is achieving it. The report also recognises that a number of initiatives are in progress to improve the library's effectiveness, and the self review process identified more that could be done. The library's mission as stated in its strategic plan is to "enrich the learning, teaching and research programs of the university by providing seamless and timely access to high quality scholarly information and learning materials in a range of formats, in order to meet the needs of staff and students wherever they are located within the global Monash."[2]

The quality cycle - plan, act, evaluate (monitor and review) and improve - is at the core of our process of strategic planning and implementation of practices. Overview charts that present ways in which the library applies the cyclical and ongoing nature of quality assurance are illustrated in Attachment 2.[3]

1.2   Structure of the Self Review Process

Late in 2002, the library established a Quality Management Group (QMG) consisting of the six directors, a project manager and a representative from the university's Centre for Higher Education Quality (CHEQ). Although the group's primary aim is to embed a quality management system, its first task was to plan and manage the internal review of the library (excluding overseas branches). To this end, staff in divisional and functional units were informed of the review process by their director or site manager. A universal PowerPoint presentation was shown initially to the directors and managers so that a consistent approach was assured.

All staff were requested to attend a briefing session at which the PowerPoint presentation was viewed. Following these sessions, staff responded to the set of questions with which they had been provided relating to the terms of reference of the review. These questions to guide staff in their approach to the review were mainly those provided by CHEQ, but included additional questions relating only to library services. Each director completed a report of the input from their division on a template devised for the purpose. The information was provided to the Quality Review Project Manager to collate and to produce the first draft of this report. Subsequently the Quality Management Group finalised the report and made it available to all library staff, to the General Library Committee, selected university administrators and to the external review panel. The review process is summarised in Attachment 3.[4]

1.3   Overview of Monash University Library

Monash University Library is one of the key academic research libraries in Australia, with a physical collection of over 2.8 million volumes, access to over 570 databases (including CDROMs), 140,000 electronic books, over 20,000 electronic journal subscriptions, over 12,000 digitised readings and reserve items, and lectures in 130 units recorded online per semester. At Clayton

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[1] Quality at Monash: Values and Principles. Monash University, Centre for Higher Education Quality, 2001 – Boxed item no. 1.
[2] Attachment 1 - Monash University Library Strategic Plan 2003-2005: the Heart of the University.
[3] Attachment 2 - Monash University Library Quality Cycle.
[4] Attachment 3 – Monash University Library Quality Review Process; Involving All Staff.

campus, there are research level microform collections. Most campuses have collections of videos, DVDs and kits and other multimedia to support undergraduate courses. There are significant holdings of government publications and print music scores. Staff provide information, reserve and lending services for print and non-book materials, some of which are in heavy demand for classes.

There are eight Monash libraries across six Victorian campuses and two overseas libraries in South Africa and Malaysia.[5] The library serves a population of almost 50,000 students and 5000 staff located in faculties and administrative units of the university. The student population comprises 75% undergraduates, 19.3% coursework postgraduates and 5.7% higher degree research students. Of student enrolments, 17.8% are off campus, and 25.6% are international students, the great majority of whom study on campus in Australia[6].

Since its origins in 1961 as a single campus operation, Monash University Library has made swift inroads to become a key university library in Australia. Prior to its first amalgamations with institutions at Caulfield, Frankston and Gippsland in 1990, the library was noted for its significant collections of books and serials to support research and teaching at the Clayton campus, and played a leading role in the automation of library procedures. In recent years it has been widely acknowledged as a leader in innovative practices especially in moving towards a hybrid virtual and print environment for study and research. Groundbreaking practices have been implemented to ensure students and staff at multiple campuses, and off campus, are delivered with library resources and services flexibly and effectively. These key strengths continue to be built upon and are demonstrated throughout this report. Staff work in a team environment to embed the endeavours described in the library's strategic plan. The overarching aim is unity of operations as One Library, with excellence in library practices and the provision of outstanding facilities and resources that will benefit and inspire library users wherever they are located.

2002 saw an unprecedented changeover of staff at the senior level of the library. The University Librarian was appointed in March 2002. There are two new directors, two new branch library managers, a new human resources manager and a new marketing and communications officer. In addition more than ten middle level managers have been transferred to new positions.

In response to the large number of vacancies or impending vacancies, the University Librarian took the opportunity to restructure the library, moving from a traditional hierarchical structure to a flatter structure based on five divisions. In the second half of 2002, the library embarked on a quite radical change program, designed to build on existing strengths and address perceived weaknesses. The various elements of this change program are detailed in the library's strategic plan. The key elements are:

- Creation of an overarching, coordinated strategic plan
- Creation of an information systems plan
- Commencement of a facilities master plan
- Commencement of a scholarly communication strategy comprising establishment of an ePrint repository and investigation of establishment of an ePress (since approved by the university)
- Establishment of communications and information literacy positions (appointments now made)
- Expansion of the web coordinator's role
- Establishment of a staff development officer position
- Increased staffing support to information systems
- Increased financial support to information systems for maintenance, upgrades and disaster recovery for critical library systems
- Commencement of a review of site library equity, taking into account staff resources, hours of opening and equipment.

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[5] Attachment 4 - Monash University Library Australian Libraries - Branches and Collections.
[6] Monash Statistical Services Data – Boxed item no. 2.

1.3.1 Key Strengths

The following is a selection of the achievements and strengths in practice that are described in the relevant sections of this report.

Library resources

The library is a major provider amongst Australian university libraries of print and electronic resources and can demonstrate major holdings of electronic products:

- Voyager library catalogue has over 20,000 direct links to full text journals. Most titles purchased individually and as part of aggregated datasets are accessible directly by title to Monash staff and students.
- Monash staff and students can take advantage of online services provided through the library's web pages including: renewals of items; placement of holds for materials out on loan; advice by email of items due for return; intercampus loans; electronic requesting and direct receipt of document delivery items to the requestor's desktop; weekly new resources listings.
- Enhancements to electronic resource provision include subject groupings of databases; cataloguing of evaluated free websites; web lists of, and links to, electronic journals by discipline; scanned and linked articles within web-based course reading lists; lectures online.

Library services

Staff have developed expertise in providing services within and across campuses and in supporting students who study remotely:

- Working within a faculty-based team model, library staff liaise directly with academic staff and students to: acquire new materials; make electronic course materials accessible; plan and deliver instructional sessions; provide specialist bibliographical advice and promote library resources.
- Assistance is readily available for all users: in person at service desks; by telephone, email, and online chat; through print guides and online self-paced tutorials.
- Library staff at overseas campuses receive direction and policy advice from senior Monash Library staff and participate in professional development and training programs at Monash libraries in Australia.
- Off campus (distance education) students are supported by Flexible Library Services staff dedicated to provide this service. Offshore students are serviced by local partners and benefit from selected services provided by Monash Library.

Library staff

This report provides evidence of the following qualities of Monash University Library staff:

- Service-oriented and customer focused with strong commitment to all library users, keen to seek feedback from stakeholders to improve services and to implement change.
- Innovative and highly skilled, making significant inroads to recording, archiving and direct linking of electronic resources for learning, teaching and research.
- Able to contribute to planning, projects and meetings through an effective infrastructure that encourages communication within and across all library sites. The meeting structure in place readily enables staff to participate in library-wide initiatives and to contribute to the development of policies.

Library buildings

Although in need of refurbishment to varying degrees as identified in the *Facilities Master Plan*, current library buildings house:

- A range of facilities for study incorporating flexible group and individual learning areas; sections with banks of multimedia PCs; docking stations for laptop computers; wireless networked areas; networked printers.
- Quiet study areas; discussion rooms; postgraduate rooms.
- Specialised equipment and facilities for students with disabilities.

1.3.2 Key Issues

The following key issues that have been identified through the review process as ways to improve quality are further articulated in the body of the report. They are reflected in the opportunities for improvement within the report and also summarised in Part 3.

- A more systemic approach to marketing and communication
- An increase in the number of information literate graduates as defined by the Council of Australian University Librarians (CAUL) Information Literacy Standards
- Provision of attractive, modernised, user-friendly, space-efficient library buildings with readily accessible collections and resources and an environment conducive to effective learning
- Increased reliability of IT infrastructure to better serve Monash staff and students whenever and wherever they wish to use library resources
- Review and redesign of the library's website and its migration to the university's content management system
- Consistency in the level of services provided at all library sites
- Participation by library directors in university policy-making forums
- Greater availability of library information, including policies and practices, to the appropriate stakeholders
- Consistency and efficiency of staff practices at all library workplaces
- Further personal development and training opportunities for all staff, in particular to upgrade their IT skills.

2. Findings of the Self Review

2A. Organisational Structure, Management, Quality Assurance and Improvement

The library's strategic initiatives are informed by the university's major directional and strategic planning document *Leading the Way: Monash 2020.* Its services are aligned with that document's three key themes of innovation, engagement and internationalisation. Other key planning documents that provide impetus for library activities include the *Learning and Teaching Plan*, the *Research and Research Training Management Plan* and the *IT Strategic Plan.* The library contributes input to planning documents for Information Technology Services and Monash International.

2A.1 Structure

Monash University Library has five operational divisions, which were established in 2002:[7]

- Client Services - Humanities and Social Sciences
- Client Services - Science, Health, Engineering
- Corporate Services and International Development
- Information Resources
- Information Systems.

A director leads each division. The University Librarian and the directors constitute the Library Management Committee. The library employs approximately 270 full time and part time staff either on a continuing or fixed term basis, and a further 90 casual staff assist during peak periods. In 1999, services were realigned along faculty lines (previously site-based) creating cross-campus faculty teams. Teams are involved in liaison with faculties, budget expenditure, information services, acquisitions and cataloguing. The faculty team structure operates in a matrix with site-based services.

2A.2 External Committees

The key library advisory committee is the General Library Committee (GLC). Membership consists of university administrators, an academic staff member from each faculty, student representatives, and all library directors. The Chair is appointed by, and is a member of, the Academic Board. GLC terms of reference are to:

- Comment and advise on the strategic direction of Monash University Library policy in the context of the aims and objectives of university and faculty plans
- Advise the University Librarian on the distribution of the library materials budget
- Consider the financial needs of the library and to provide relevant advice to the Academic Board and other appropriate bodies
- Report to the Academic Board on significant library initiatives
- Consider matters referred to it by the Academic Board.

There are also three faculty advisory committees[8]. The membership base of these committees is inconsistent, one committee having academic staff from four humanities and social sciences faculties, another from five health and sciences faculties, and with the third committee devoted to the business of one faculty alone. Their terms of reference are to:

- Report and make recommendations to the General Library Committee on significant library initiatives to support faculty teaching and research programs

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[7] Attachment 5 – Library Structure March 2003.
[8] Attachment 6 - Library Committee Structures.

- Comment and advise on the strategic direction of library policy in the context of the aims and objectives of university and faculty plans
- Serve as a forum for the exchange of ideas and information on library initiatives and user service issues
- Report back to faculties on matters that affect the departments using the relevant libraries.

Many of the agenda items at library advisory committee meetings have been raised or reported upon by the library staff in attendance, and the attendance of, and interest by, faculty members is not always high. As all faculties have a representative on GLC and all library directors are also members of GLC, there is considerable duplication of faculty and library resources across GLC and the library advisory committees. In addition, some single faculty library committees exist – for the Faculty of Business and Economics and the Faculty of Pharmacy. These committees are attended by library staff but have no formal links with GLC.

> ***Opportunity for Improvement:***
>
> ***Review of the purpose and function of the three library advisory committees.***

2A.3 Management

Each library site (or branch) is led by a manager who reports to one of the two client services directors. The Library Management Committee decides policies. The six library directors are the members of this committee. Three main library (internal) committees, formed during the management restructure in 2002, are aligned with the Library Management Committee. They are: Information Services, Information Resources, and Lending Services. Each committee is chaired by a director to ensure there is sufficient level of responsibility for making recommendations on policies for endorsement by the Library Management Committee and for implementing decisions. Committee terms of reference will be reviewed annually by the Library Management Committee.

Site managers have responsibility for the day-to-day management of client services including loans, readings and reserve, information services, buildings, facilities, equipment and supervision of staff. Each site has its own committees. Library staff have ready access to their manager or director and are empowered to work within their own units. Changes and new initiatives are communicated to staff by emails, visits to sites by directors, meetings with managers and unit meetings. Staff have involvement in cross campus committees as well as site-based groups although there is a need for more staff to be given this opportunity, and to ensure that these forums occur regularly.

2A.4 Leadership

The University Librarian reports to the Deputy Vice-Chancellor and President (Academic and Planning). Senior library staff are members of academic and administrative committees. The University Librarian (or nominee) is a member of the Academic Board and an observer at the Education Committee and the Committee of Associate Deans (Teaching). Of concern is that there is insufficient opportunity for senior library staff to attend university high-level policy making forums, particularly at the initial planning stages. Apart from the Academic Board, the University Librarian is not a member of any high-level university decision-making committee.

> ***Opportunity for Improvement:***
>
> ***Action plan to ensure library directors and managers can participate in key university policy-making forums.***

2A.5 One Library

Concurrent with the university having diversified and extended through amalgamations and the setting up of additional campuses, the library system now incorporates eight branches. The expectation of students and staff is that they will be able to utilise similar standard resources and facilities and receive consistent service whenever they visit any of the libraries. Library staff

themselves are entitled to high standard and similar work environments wherever they are located. The "One Library" concept has been coined to embrace such concepts.

Monash University Library strives to provide high quality services for all Monash campuses, centres, offshore partnerships and off campus students. Library faculty teams are an example of cross campus teams working in a One Library client and technical services framework. Staff across the divisions and sites work as teams to produce the electronic reserve lists of course materials. Borrowing entitlements have been standardised at all campuses. The supply of intercampus loans involves teams from all sites and the Information Resources Division (IRD). Document delivery services are in place for postgraduate students and staff wherever they are located. Hours of opening are staggered between libraries to best respond to service demand.

The *Facilities Master Plan* recommends consistency in design elements to enable users to readily identify libraries with a common look and identity.

An annual staff luncheon brings staff at Victorian campuses together, as does the annual information services update day. The need for policies to be centrally organised has been identified and is being rectified as part of this self review.

> ***Opportunity for Improvement:***
>
> ***Advancement of One Library practices to the advantage of all library stakeholders.***

2A.6 Quality Assurance and Improvement

The library's Quality Management Group will institute a quality cycle to ensure a review will occur of all libraries every five years, with the possible review of individual divisions/units in intervening years.

All staff input to this self review will be addressed by the QMG. Findings in this report will be prioritised for implementation or for inclusion in the revised strategic plan or divisional operational plans.

2A.7 Planning

Each staff member had an opportunity to contribute to the *Library Strategic Plan 2003-2005: the Heart of the University.* Senior staff will meet to review the plan's strategic initiatives and objectives mid 2003, and a full revision will occur after 12 months as part of an ongoing review cycle. There is a strong process in place to enable staff input to the planning process for divisional, site and unit plans. These plans contain measurable objectives including the names of the responsible officers and timelines. Other significant planning documents produced in 2003 include the *Information Systems Strategic Plan*[9], the *Marketing and Communications Operational Plan 2003-2005*, the *Facilities Master Plan* and the *MONINFO* (Monash Information Service) *Business Plan*.

2A.8 Strategic Cost Management

As part of the university's Strategic Cost Management project, in 2002 the library prepared seven service statements that describe the range of current, key services provided to all faculties[10]. The statements relate to:

- Information resources: access and delivery
- Information resources: collection management
- Information services
- Physical environment
- Flexible library services

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[9] Attachment 7 - Information Systems Strategic Plan 2003-2005: Strength, Stability and Innovation.
[10] Monash University Library Service Statements 2003 – Boxed item no. 3

- Document delivery services
- Partnerships.

From 2004, the university is assigning financial responsibility to the faculties for payment of all the support services they use. Library services were costed using activity based costing (ABC) principles that the university has introduced as the basis of its budget model. The costs of library services were identified by directors, activity cost drivers assigned for each function and refined in accordance with the university's ABC model in conjunction with the Financial Resources Management Division.

The service statements will form the basis for negotiations of levels of service to be provided to faculties. The university has mandated that there will be no lessening of the quality of facilities, resources and services that the library currently provides. For additional faculty-specific services, the faculty will pay over and above the current costs. From 2004, the library will negotiate levels of service directly with each faculty on an individual basis.

Each service statement has details of activities/sub services, key performance indicators and measures, library responsibilities and faculty responsibilities. Other information includes service availability, first point of contact, problem escalation procedures and critical service dependencies. These statements were approved in April 2003 by the Committee of Deans to form part of a generic support services agreement with all faculties for 2003. Monitoring of achievement of the key performance indicators and reporting to faculties will commence in June 2003. A summary of the library's services is attached and is publicly available on the web[11].

The library's strategic plan aligns with the groups of services in the service statements, thus enabling direct connection of library strategic initiatives with services provided to Monash staff and students.

2A.9 Marketing and Communications

A Marketing and Communications Officer has been appointed with responsibility for establishing and maintaining a marketing and communications framework. The *Marketing and Communications Operational Plan 2003-2005* provides the foundation for a planned approach. Specific projects have commenced including an audit of print publications, an internal communications plan, a customer survey, and news segments on the web which link to *Monash Memo*.

2A.10 Internal Communication

Internal communication methods are used effectively across the library. Regular emails from the University Librarian, directors, managers and unit heads advise of new policies and projects. Methods of communication vary and include informal sharing of information and formal update sessions. The University Librarian and directors have a rolling program of attendance at sites and work areas. The Library Staff Network is an informal group who conduct regular meetings and who are in dialogue with the University Librarian on staff-related issues.

Minutes of all key library committee meetings are accessible to library staff on the website. Policies and documents are available on Novell network drives but are incomplete and lack organisation. A project has been identified to locate and review all policies and to load them to a central location for ready access by all staff.

> *Opportunity for Improvement:*
>
> *Review of the recording, archiving and availability of all library corporate information.*

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[11] Attachment 8 – Summary of Services.

2A.11 Budget

The Library Budgets Manager, who is a qualified accountant prepares and maintains spreadsheets and other reports of the library budget. In 2003, the budget is $29,050,000[12], which represents 4.08% of the university's operating budget. For 2003, the budget includes an additional $1.3 million for collection purposes to offset the decline in value of currency and high costs in recent years. Based on 2001 figures,[13] Monash University Library is ranked number 13 of all Australian university libraries in total expenditure per population member, and of the Group of Eight libraries it is ranked number 7. Financial reports are prepared for the Library Management Committee on a monthly basis. Quarterly financial reports are prepared for the General Library Committee. The acquisitions budget distribution formula is being revised to make it more streamlined and transparent. A new formula has been accepted in principle by the General Library Committee and is expected to be finalised and endorsed at its June meeting.

2A.12 Regulatory Compliance and Risk Management

The library has a representative on the university's Finance Reference Group. A monthly review is performed of the Vendor Audit Report. Other SAP reports, such as the GST code report, are reviewed to ensure accuracy of data entry and compliance with legislative/policy requirements. Annually, the Library Budgets Manager compiles responses to the Audit and Risk Management Control Self Assessment questionnaire and supervises the completion of the Certification by Heads of Cost Centres form. A staff member has been appointed to coordinate risk management across the libraries.

2A.13 Statistics

The collection of statistics is coordinated through an extensive system of files, including links to summary files. Internal benchmarking files have been created for loans, inquiries, user education etc. Other comparative statistics are being developed and ad hoc reports are produced upon request. Statistics are used to evaluate, inform and change services. Trends in key statistics are published in print and on the web in the Library Annual Report. The impact of the electronic environment relating to space, usage of products and services has not been measured in a cohesive manner by the library. Statistical information is reported to the Council of Australian University Librarians (CAUL) annually.[14] CAUL information is used to benchmark against other university libraries in Australia and New Zealand.

Opportunity for Improvement:

Investigation of which statistics need to be collected to effectively measure usage of library facilities, services and products, including electronic resources.

2A.14 Customer Satisfaction

Stakeholder feedback is encouraged and is sought using a variety of methods including:

- Suggestion boxes and continuous feedback forms at each site
- Questions and comments received through the eQuery email service; email requests to subject librarians and other staff; the OPAC (Online Public Access Catalogue) telephone help line; the Information Systems help desk
- A biennial customer opinion survey (refer 2A.15), and also from 2003, the Monash Experience Questionnaire
- Surveys on specific services, for example, the Survey of Library Services to Distance Education Students; the Law Faculty survey questions regarding the Law Library; and, library usage surveys to inform opening hours
- Feedback through attendance at meetings such as faculty boards, input from which is communicated for action.

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[12] Attachment 9 - Monash University Library. 2003 Divisional Budget.
[13] CAUL Statistics 2001 – Boxed item no. 4
[14] CAUL Statistics 2001 – Boxed item no. 4.

Three postgraduate focus groups with an external facilitator were held in semester one, 2001. The impetus for these groups was the need to assess the ease of use of online resources and their accessibility. A comprehensive online survey of database usage was held March-April 2001. A detailed report, subsequently adapted for conference presentation and publication in professional literature, was produced.[15] The Electronic Resources Selection Subcommittee has been charged with progressing the report's recommendations.

2A.15   National Benchmarking Customer Survey

A comprehensive customer survey managed by Rodski Behavioural Research Group is undertaken by most Australian university libraries. Results are benchmarked across libraries, and customer comments are analysed. In the survey conducted by Monash University Library held in September 2000, to which 1843 responses were received, the majority of our customers reported high levels of satisfaction, and the library performed on or above average in all of the variables relative to the other libraries in the Rodski database[16]. The highest performing factors, confirming the library's strong customer service focus, were "Library staff treat me fairly and without discrimination", "Library staff are courteous" and "I generally don't have to wait in long queues at the service desk". The lowest performing factors were " Prompt action is taken regarding missing books and journals", "Library staff keep me informed about new services and collections", and "New materials are made accessible when I need them".

Survey results were made widely available and follow up actions were communicated to staff by directors, on notice boards at sites, and on the web[17]. A similar survey, enhanced by the inclusion of questions on electronic resources and services, is being held in May 2003.

2A.16   Benchmarking

This report describes some examples of benchmarking and comparison of services with other institutions including other university libraries. Within the library there is no strategic forum actively reviewing best practice or standards. The key comparisons are made using the data from the national staff opinion and customer satisfaction surveys, and using statistics collected by Australian university libraries. Although some individual library units have identified a need to benchmark, directors need to seek additional means to measure the quality of current processes and to ascertain how effectively they serve user needs.

Opportunity for Improvement:

Exploration of entering into benchmarking partnerships for selected processes and using such data to improve customer service.

2B. Human Resources

The Human Resources and Training Unit, part of the Corporate Services and International Development Division, provides human resources services. A comprehensive human resources policy manual has recently been developed. The human resources website is the central reference point for staff seeking information on staffing matters.

When positions fall vacant, job requirements are reassessed. The exit interview and a questionnaire seeking information about employment conditions are used as ways to monitor employee satisfaction levels.

The average age of library staff is 46 years (as at February 2003). Seventy eight percent of staff are aged 40 and above. Seven percent of staff are aged 20-29 years. Directors have discussed the implications of planning for the future to ensure that younger staff are being recruited and

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[15] Monash Library Database Usage Survey - Boxed item no. 5.
[16] Customer Survey 2000 – Boxed item no. 6.
[17] Attachment 10 - Customer Satisfaction Survey 2000: What You Said and What We're Doing About It.

developed. As the library increasingly offers services and facilities to support an online learning environment, a core of staff with high-level information technology skills is required so that innovative applications and practices continue to be introduced.

The gender breakdown is 75% female and 25% male. In 2002, there were 82.1 professional library positions, 59.8 paraprofessional library positions, 93.7 library support positions and 9 other professional positions (244.6 total positions). The high percentage of staff on fractional appointments in some units has been noted.

> *Opportunities for Improvement:*
>
> *Exploration of strategic opportunities for ensuring a balanced staff profile.*
>
> *Recruitment and development of a library work force with strong information technology skills.*

2B.1 Recruitment and Induction

Staff are recruited in accordance with university policy. Established staff selection and induction processes are in place. At least one member of each selection committee has undertaken appropriate training provided by the university. Staff are reviewed at the end of their probation period to ensure they are meeting agreed objectives and have acquired the necessary knowledge to successfully perform their roles.

2B.2 Training and Development

The new position of Staff Development Officer has been created to identify, develop, organise and deliver training programs. This staff member will be involved in formulating the library's annual training and staff development plan and coordinating delivery of training programs.

Staff development funds are managed through a central Staff Development Subcommittee and by directors. There is a constant challenge to ensure skills are upgraded to enable staff to take on new and evolving roles. As technologies become further diversified, expertise in technical areas is needed as well as backup for specialist roles. The lack of a program to develop management skills has been identified as a weakness, as has the lack of sufficient funding to support a comprehensive training program. These weaknesses will be addressed by the incoming staff development officer.

Staff are encouraged to undertake study leave. Informal lunchtime sessions when speakers from within and outside the library update staff on projects, conferences attended or other initiatives occur monthly at Clayton campus. A mentoring scheme is planned.

> *Opportunity for Improvement:*
>
> *Conduct of a skills audit and development of ways to address gaps identified.*

2B.3 Performance Review and Recognition

Staff have the opportunity to set objectives, determine training needs, review the accuracy of their position descriptions and consider their performance annually with their supervisor through the university's Performance Management Scheme. Although the university's scheme applies officially to staff HEW5 and above, staff at HEW2-4 are strongly encouraged to participate. However, the take-up of this opportunity by those staff has been low.

Outstanding service by individuals and work groups is recognised in regular emails to all staff from the University Librarian and annually through Staff Performance Recognition Scheme awards.

> *Opportunity for Improvement:*
>
> *Development of strategies to improve participation by staff at HEW2-4 in the Performance Management Scheme.*

2B.4 Workload and Changing Requirements

Work patterns have continued to change rapidly in recent years and along with them, job requirements and staff capabilities. The consequent impact on some groups of staff has been significant. Equity of practices across sites may have been adversely affected and should be reviewed.

There is a need to ensure advance planning for functions likely to change, taking into account, job specifications, workload, and skill requirements. The project planning methodology that has been introduced should be strengthened, with a particular focus on resources required for effective implementation of changes.

> *Opportunities for Improvement:*
>
> *Review of changing work patterns and their impact, in particular those practices supporting an electronic environment.*
>
> *Strengthening of the planning process for new initiatives.*
>
> *Introduction of change management principles and practices in work areas where significant change has occurred, or is expected or planned.*

2B.5 Staff Satisfaction

Since 1998, the library has conducted three comprehensive surveys of staff satisfaction, the most recent in August 2001[18]. The library's performance was above average and in the top 25 percent when compared with other organisations in the Rodski Behavioural Research Group database. Results were rated using the Best Practice categories that form the basis for the Australian Quality Council's framework for business excellence. Issues of most concern and which were identified as opportunities for improvement were "Retaining valued employees" and "Valuing staff in Monash University Library". A potential concern was "Providing career opportunities". The Human Resources Manager, working with directors, has developed a range of strategies to address these concerns.

Following the survey, senior management travelled to sites and open staff forums were held to discuss survey results. Action plans were developed, and many initiatives were incorporated into library plans or implemented. A similar survey will be held in August 2003. A detailed report was prepared in 2000 by the Staff Perception Working Group formed following the 1999 survey[19]. The group had representatives across campuses and made recommendations to the Library Management Committee on centralised issues, many of which were acted upon at the time.

2C. Core Services

2C.1 Library Resources

The Information Resources Division (IRD) coordinates the development of the library collection to support university programs. It manages expenditure of the library acquisitions budget, and acquires and catalogues new materials. It negotiates licenses to enable access to electronic resources and provides integrated access to them through Voyager online catalogue. IRD staff

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[18] Staff Opinion Survey 2001 - Boxed item no. 7.
[19] Staff Perception Working Group Report October 2000 – Boxed item no. 8.

contribute metadata expertise to library-wide and university initiatives such as the ePrint repository, web content management system, learning objects database and the Australian Academic Research Libraries Information Network (AARLIN) national portal project. The library participates in consortium arrangements to extend its buying power.

The division's functions are performed by four faculty-based teams plus functional teams. Cataloguing of electronic resources is coordinated across the teams. As this aspect of work continues to grow, there will be a need to review how staff resources are allocated and whether the existing divisional structure, which is based around print resources, effectively supports the acquisitions and cataloguing of electronic resources. Currently, 35 percent of the acquisitions budget is spent on electronic resources. The processing of serials remains site-based. The number of print serials held is declining significantly, with the savings in staff time being retained in the site libraries, although management of electronic resources, which are replacing print, is by IRD staff. A benchmarking exercise will be done on technical services functions, including serials, with the University of Melbourne and University of Adelaide libraries.

Although the acquisitions budget was boosted 12.4% in 2003, per capita spend still does not compare favourably with Group of Eight libraries.[20]

2C.1.1 Collection Management

The library has well developed collections in university research and teaching areas. The collections are developed by the library's faculty teams in consultation with research and teaching staff. Ideally, new developments are monitored through the receipt of library impact statements from academic staff, prepared in consultation with subject librarians. An audit of current practices is being done.

The library has committed to place 95% of all orders received by year-end, subject to budget availability, and this was achieved in 2002. The faculty team model has helped to improve consistency in collection development across all libraries.

The library's *Collection Development Policy*[21], completed in 2001, provides a comprehensive statement of collecting policy but now requires updating.

Opportunity for Improvement:

Implementation of processes to ensure ongoing revision of the Collection Development Policy.

With limited shelf space in some libraries, it is difficult to expand collections. There is further need to rationalise collections and to weed them. There is no overall relegation policy for storage. A key initiative in the strategic plan is to develop a collection management plan.

The library has extensive duplication at multiple sites of print materials in some disciplines. The need to better serve students was recognised in the recently revised policy to locate items at the campus of demand. The intercampus loans service also assists students to rapidly obtain items held at another campus. To date, limited use has been made of loans or usage data to inform purchase decisions.

2C.1.2 Electronic Resources

Voyager library catalogue, a state of the art web-based integrated management system, is the key means to access online resources. It contains thousands of links to databases, online books, journals, articles within journals, websites and staff-evaluated free sites. There is also access to past exam papers and to the my.monash portal. In early 2003, the Voyager hardware platform

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[20] CAUL Statistics 2001 – Boxed item no. 4.
[21] Collection Development Policy - Boxed item no. 9 and www.lib.monash.edu.au/collections/cdp/

was upgraded. New functionality enables users to save searches, create favourite links, set up preferences and change download formats.

Innovative practices have enhanced access to online resources within Voyager - customised and regularly updated listings with direct links to electronic journals for individual faculties, and weekly new titles lists for all faculties.

Monash is a leading library in the provision of title-level access to the contents of major databases and aggregations of electronic journals, and in the cataloguing of free Internet resources. It is one of the first libraries to use its catalogue records to generate web access pages, making maintenance and prompt updating of the electronic journals pages more efficient. This approach is currently being expanded to produce database web pages from Voyager. Procedures are in place to manipulate and upload records and detect broken links. A KPI in the 2003 Service Level Agreement is to achieve 95% accuracy of URL links embedded in the catalogue and online reading lists. This is currently being exceeded. A Voyager usability study is to be undertaken.

The library has taken significant steps to increase the range and number of its electronic resources. The *Report of the Print and Electronic Serials Working Party*[22] informs decisions on the move to electronic resources and reinforces the policy of reducing duplication of titles across campuses. Increasingly, full text materials are purchased through consortia arrangements with other Australian libraries. Policies ensure preservation of holdings and archiving of electronic journals. The Digital Resources Librarian and other staff working with electronic resources negotiate contracts and have successfully achieved better terms for 2003 with a number of major suppliers. The library was instrumental in gaining the appointment in 2002 of a university Copyright Officer, located within the library.

2C.2 Library Services

The library is open to the public, who can use the physical collections and those electronic resources for which appropriate licence agreements apply on a walk-in basis. They can receive basic assistance at the information desk. Negotiations are in progress to obtain access for alumni to selected electronic products. Non-Monash users may borrow materials for a fee, which is reduced in amount for alumni and Friends of the Library. In 2002, there were 2,790,780 visits to Monash libraries, an increase of 8.4% from 2001. 3418 students and 96 staff from other Victorian tertiary institutions in the CAVAL (Cooperative Action by Victorian Academic Libraries) reciprocal borrowing scheme borrowed materials from Monash libraries. 251 students who registered in the national borrowing scheme, University Library Australia, also borrowed free of charge.

The library regularly reviews its hours of opening to ensure they meet the requirements of students and staff and adjusts them when the need is clear and resources are available. In 2003, Caulfield Library hours were increased on weeknights and weekends during semester. The Law Library is now opening additional hours in response to the introduction of a trimester teaching timetable. The Matheson Annexe opens until 11.45pm Monday to Thursday and from 10.00am to 5.00pm on Saturday and Sunday during semester.

Staff are strongly committed to providing high quality services to meet customer needs. However, customer awareness of the full range of services the library offers is limited. Faculty team members make contact with lecturers by email, telephone, visits to offices and by participating in tutorials and lectures. In 2002, a trial to locate subject specialists within departments for set times each week during semester was completed, and is to be evaluated.

Opportunity for Improvement:

Effective and extensive promotion of library services and resources.

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[22] Report of the Print and Electronic Serials Working Party - Boxed item no. 10.

2C.2.1 Lending Services

Voyager catalogue is the means used to deliver many online client services. Apart from being able to search for materials held by Monash libraries, students and staff can renew items; request books from other campuses; check their borrowing status and items on loan; recall items already on loan to other patrons; and, access the catalogues of other libraries. Fines notices are sent to users' Monash email accounts. Loans statistics have steadily increased over recent years, overturning the decline in the late 1990's. It has been identified that loans procedures manuals are not up-to-date at all sites, and that there is a need to audit all documented procedures for republishing as a web document. Action has already commenced to rectify these weaknesses.

2C.2.2 Readings and Reserve

The library has successfully introduced electronic reading lists of course materials. These lists, accessible in the catalogue by unit/course code, enable students to link directly to digitised chapters in books, scanned or digitised journal articles, and lecturers' notes. The files can also be linked to lecturers' WebCT sites. Checking mechanisms are in place to ensure copyright compliance. Students can download files or print on networked printers in the library or computer laboratories. Issues of file size and quality of scanned documents have been identified and progress has been made in improving these wherever possible. The library team responsible for electronic readings received a 2002 Vice-Chancellor's Award for Exceptional Performance by General Staff.

2C.2.3 Document Delivery

The Document Delivery Unit, located in the Matheson Library, performs a centralised function for staff and students on and off campus at all Victorian sites. Material not held at a Monash campus is obtained upon request for postgraduate students and staff. The unit undertakes to dispatch 95% of requests to the first potential supplier within one working day of receipt. Most patrons use the electronic request form, thus ensuring faster turnaround time of supply. In 2002, the service was enhanced by the capacity to send articles electronically to the requestor's desktop. In CAUL statistics 2001, the unit was the fourth largest borrower of materials amongst Australian university libraries. In 2002, 15,242 requests were processed from postgraduates and staff. 510 intercampus photocopy requests were provided to on campus undergraduate students. In a national benchmarking study in 2001 of 100 libraries, the unit, as a requester, compared well with other university libraries.

The unit also dispatches Monash material to other libraries. As a supplier to other libraries, the unit performed less well in the national survey, with factors such as multiple campuses and the (then) not updated older holdings in Voyager catalogue having a negative impact.

2C.2.4 Rare Books

The Rare Book Collection includes more than 100,000 items with over 10,000 pre-1801 titles. It includes the best collection of English literary, historical, political and theological works in Australia for the period 1660-1750. This is centred on the collection of material by and about Jonathan Swift, including some original manuscript letters and books annotated by Swift.

There are also significant holdings of early medical material from the Australian Medical Association, the AIDS collection from Fairfield Infectious Diseases Hospital, as well as the Travers Collection, a library being donated by Dr Richard Travers, one of the foremost collectors of medical books in Australia. Collections of comics and science fiction magazines from the 1920s to the 1950s are among the best in Australia.

The Rare Book Librarian provides specialist classes to postgraduate students. Several exhibitions open to the public are held each year and extensive catalogues are available in print and on the web[23]. The Friends of the Library, of which the Rare Book Librarian is secretary, are active in

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[23] Library Rare Books Website – www.lib.monash.edu.au/rare/.

promoting the library. A number of benefactors make significant donations to the collection. Much of the collection is not readily accessible and is in compactus storage.

> *Opportunity for Improvement:*
>
> *Exploration of ways to better display and promote the Rare Book collection.*

2C.2.5 Asian Studies Research Library

The Asian Studies Research Library (ASRL), located within the Matheson Library, is a specialist research library with major collections in Chinese, Japanese, Korean and Indonesian, and smaller collections in Malay, Thai and Vietnamese. The resources, often unique to Monash Library, exemplify Monash's strength in teaching and research in Asian Studies. The Korean and Indonesian resources are of national significance and attract researchers from interstate and overseas. Each ASRL staff member is fluent in one or more Asian languages. Advanced technological resources with CJK software capability are available. The contribution of the ASRL team to the university was recognised when it received a 2001 Vice-Chancellor's Award for Exceptional Performance by General Staff. Collections are benchmarked against the University of Melbourne's East Asian Collection and the National Library's Asian collections. The Senior Asian Studies Librarian is employed at University of Melbourne one day a week as Indonesian Studies Library Consultant.

2C.2.6 Information Services

Professional librarians are rostered at information desks during office hours, evenings and weekends. However, the practice is not consistent across sites and at times, loans staff respond to inquiries. Inquiries received at service points and unable to be completed at the time are followed up as soon as possible.

Telephone assistance is provided by the MULTELS centralised telephone inquiries service, which operates during core office hours, and additional evening and weekend hours during semester. Staff of the eQuery service reply to email inquiries. A LiveHelp web-based chat service is being trialled during 2003 with professional librarians responding to in-depth reference inquiries.

For both onsite and remote users, the Virtual Librarian online help tutorials offer web-based self-paced learning modules. Interactive exercises, demonstrations and quizzes are utilised to illustrate concepts and reinforce skills.

The library provides a wide range of brochures and web information on services, resources and facilities. Quick Start guides are available for major databases. Services to off campus (distance education) students such as postal loans, faxing and photocopying are provided from Gippsland Library.

Monash University Library website is accessible around the world. Pages on the website conform to Level A of the Web Content Accessibility Guidelines 1.0. The organisation of web information will be revised in 2003 as part of the library's information management strategy articulated in the strategic plan, in preparation for moving the site into Interwoven's content management system.

> *Opportunities for Improvement:*
>
> *Review of selected core services including provision of all forms of reference assistance, systems help desk effectiveness and hours of opening of all libraries.*
>
> *Total revision of the library's website, utilising Interwoven's content management system.*

2C.2.7 User Education (Information Literacy)

Students and staff attend information sessions on the library's resources ranging from orientation tours to one-to-one specialist assistance to research postgraduates. Most classes are provided in

targeted subject areas or for a specific software and are prepared in collaboration with academic staff. Classes are held mainly in the library's IT training rooms where computers are available for hands-on training. Evaluation forms are given to all participants and the responses reviewed. In 2002, there were 1320 sessions attended by 14,821 students.

Classes vary in level and comprehensiveness of coverage between faculties. Significant inroads have been made in the Faculty of Law, which is preparing to offer legal research training courses. Faculty teams for Engineering and Medicine and others have developed segments within curricula, including library exercises. A number of units contain a quiz using the Virtual Librarian to administer it. In acknowledging the lack of an overall approach to information literacy, the position of Information Literacy and Reference Librarian has been created to provide leadership in all facets of information literacy, including advocating and advancing the library's role in information literacy within the university. An important part of the role is to develop and implement an Information Literacy Framework for Monash University Library based on the Council for Australian University Librarians (CAUL) Information Literacy Standards.

Opportunities for Improvement:

Embedding of an information literacy framework into courses taught by all faculties.

Investigation of patterns of use of electronic resources to enable library staff to provide better-targeted instruction to staff and students.

2C.2.8 Research Services

The library has significant research level collections as identified in its *Collection Development Policy*. Specialist collections include the Rare Book collection, the Asian Studies Research Library collections, the Map collection, music collections, microform research collections, and Monash theses. In addition, databases and aggregated journal packages are purchased for researchers and students. Monash is a partner in the AVEL Sustainability Knowledge Network.

Targeted information literacy sessions for postgraduates are publicised through postgraduate publications, student associations and the Monash Research Graduate School. EndNote bibliographic referencing classes are provided. Many researchers take advantage of personalised assistance by subject specialist librarians when preparing bibliographies and theses. Most libraries have postgraduate rooms for private and group study. Document delivery, extended borrowing privileges and weekly alerting services of new resources are available. It is planned that Monash will participate in the Australian Digital Theses project.

An introduction to the range of resources and services for postgraduates and staff can be found on the web.[24] As evidence of its strong support for research, the library has a leading role in establishing an ePrint repository for working papers by faculty members. Furthermore, it is overseeing the management of the Monash University Electronic Press (ePress) for a two-year establishment phase. The ePress, located within the library, is breaking new ground in Australia by concentrating on publishing journals initially, with further consideration to be given to conference proceedings, monographs and digital objects.

Opportunity for Improvement:

Achieving an increase in the use of resources and improving satisfaction with library services that are provided to enhance research.

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[24] Services for Postgraduates – www.lib.monash.edu.au/pg/.

2C.2.9 Services for Students with Disabilities

Monash University Library has a strong commitment to provide access to its resources for students with disabilities, and has implemented individualised services for students who register with the university's Disabilities Liaison Office. Facilities include adaptive technology rooms with PCs, printers, and specialised software. Students are encouraged to discuss their particular needs with nominated staff at each library. The library is represented on the Monash University Advisory Committee for People with Disabilities.

2C.2.10   Global Services

The Director, Corporate Services and International Development provides leadership and direction in the development of plans and policies to support the university's overseas campuses (Monash University Malaysia, Monash South Africa), Monash centres in Europe (London and Prato) and Monash joint ventures with local partners (Singapore, Hong Kong etc.). As a member of the Support Services Global Implementation Task Force, the Director, Corporate Services and International Development has contributed to the production of an International Development Group toolkit. Guidelines and forms have been developed for library support services and for offshore courses. The director is also a member of the University International Group which comprises the Associate Deans (International) from all the faculties and key members of Monash International. Liaison occurs with the directors of the London Centre, Prato Centre, and other academic staff responsible for offshore academic initiatives.

Flexible Library Services staff at Gippsland Library provide services to Monash off campus (distance education) students located in 200 countries.

Opportunity for Improvement:

Development of stronger links with offshore partners who provide library services to Monash students offshore.

2C.3 Physical Infrastructure

The library has extensive buildings with private study carrels, individual workstations, group learning areas, bookable discussion rooms and flexible learning sections. The level, range and quality of facilities vary across sites. The library provides the infrastructure and equipment to enable access to its resources through multifunctional computers, docking stations for laptop use, and printing stations. There are several wireless local area networks, and more are planned.

A key initiative in 2003 is the implementation of recommendations in the *Facilities Master Plan* (FMP)[25] developed by MoveCorp and Geyer Design consultants in collaboration with the library. An audit of facilities occurred in 2002. The plan is a significant initiative to improve facilities and space organisation. Most libraries require refurbishment, and difficult and cramped working conditions have been identified by staff in many units due to changed work practices and the additional equipment needed in an electronic environment. The university's Facilities and Services Division has agreed to support the FMP project over a staged implementation.

To commence the comprehensive program, in 2003, refurbishment plans will be commissioned for the Hargrave-Andrew and Matheson Libraries. Planning will commence on a new entrance area to Hargrave-Andrew Library. The Matheson Library has many dysfunctional collection, public and staff areas. Those with most urgent problems will be tackled first. The opportunity for major refurbishment at Caulfield Library will occur when additional space becomes available in 2005. Minor works will be implemented in the interim. The program to upgrade buildings includes all libraries.

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[25] Monash University Library Facilities Master Plan 2003 – Boxed item no. 11.

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> ***Opportunity for Improvement:***
>
> ***Implementation of the major findings of the Facilities Master Plan to ensure that refurbishment of facilities over the next 5-10 years aligns with the initiatives of the library's strategic plan.***

2C.3.1 Equipment and Furniture

The library has an annual planning and purchase cycle based on statistical data which has been collected to ensure equitable distribution of equipment, furniture, IT requirements and minor works. Lists of needs from each site are consolidated and prioritised. Requests are centrally approved prior to purchase to ensure expenditure is within budget. Plans are in place to update the Facilities and Purchasing Procedures Manual and the Library Disaster Recovery Plan.

The Facilities and Purchasing Unit is responsible for library buildings and facilities including furniture and minor works, facilities development projects, non-collection assets, non-collection purchasing, and OHS programs. Processes are in accordance with university finance regulations and SAP procedures.

> ***Opportunity for Improvement:***
>
> ***Renovation or replacement of interior finishes, signage, fixtures and furniture in each library using guidelines developed in the Facilities Master Plan.***

2C.3.2 Safety and Security

The working environment meets university OHS guidelines and provides industry standard facilities. There is a high level of organisational and personal commitment to ensuring safe working practices for staff. The Director, Corporate Services and International Development convenes the university's Zone 20 OHS Working Party. Designated staff at each site are qualified in first aid and have attended training on other aspects of safety.

In 2001, the library underwent an audit of manual handling procedures and, subsequently, a number of improvements were made to workplace practices and equipment. Staff participated in the design of new trolleys customised for library operations. Significant improvements were made to the loading docks and handling of crates for the daily transfer of large numbers of books to other sites for inter campus loans. Staff were informed of correct procedures at in-house training sessions.

There is a policy that libraries open for business only if sufficient staff trained in security matters are available to maintain a safe environment. Emergency communication systems, fire alarms, evacuation drills and safety inspections are tested at regular intervals in line with OHS requirements.

2C.3.3 Information Systems

The Information Systems Division, formed in 2002, is responsible not only for the systems infrastructure but also for the Digitisation Centre, library website, document delivery databases, automation of Voyager processes, and innovative projects such as the ePrint repository and the ePress. Staff provide advice on new technological developments and systems to further enhance services and delivery of resources. Staff ability to develop leading edge technological applications was demonstrated through the trial of a library portal in 2002; however, the software was not sufficiently developed to extend to full service and the trial was aborted. Staff expertise is now being channelled into the AARLIN national portal project.

Although the division has a strong planning framework, it needs to implement key performance indicators to ascertain how well it is providing its services and to justify the existence of current practices. A recent audit of computer equipment revealed under-resourced areas. The decision

has been taken to lease most computer hardware to better ensure equipment is efficient in speed and operational capacity.

Opportunity for Improvement:

Equity of assistance to all sites provided by Information Systems staff.

There has been an increase in the number of electronic resources that require IT infrastructure to support access and delivery. Information Systems staff rely on input and expertise from other areas of the library e.g. the Information Resources Division for metadata and electronic resources, resulting in the need for increased consultation and improved teamwork.

There has to date been very little forward planning. Collection of data from inquiries made to the division's help desk will inform decisions for planning and future growth.

2C.3.4 IT Services

Evidence of the high performance and critical services provided by the Information Systems Division is revealed in the following statistics for 2002: Voyager catalogue searched 19,989,730 times; 30,000 accesses per week to the library's image server for electronic reserve material; 14,000 links to PDF files in the exams database, with 1,350,300 hits; MLO (Monash Lectures Online - audio streaming) – 270,556 streams delivered and 33 lecture theatres available for recording across the campuses; Virtual Librarian online tutorials – 33 subject-related tutorials devised with academic staff, 31 generic information literacy tutorials, 12,000 pages viewed each week.

There are 370 student computers, 416 staff computers and 168 computers (including 70 in the Law Faculty) for IT training purposes. The ratio of students (EFTSU) to computers in 2002 was 92:1. The library is currently working towards a more acceptable level of provision of computers and in the short term is improving the student (EFTSU) per computer ratio to 70:1. Public access network printing is available at all sites and cost is debited by smart cards (except Gippsland).

The increasing reliance on computers and network facilities to provide access to services results in frustration and inability to work and study for library staff and other users when systems are unavailable, especially at beginning of semester. Network unreliability was a key complaint from library staff in terms of completing daily work and in providing assistance to students working with electronic products including Voyager catalogue, and when printing.

Opportunity for Improvement:

Increased availability of access to library resources, with less downtime of critical services.

2D. Community and Professional Activities

2D.1 Engagement with the University Community

The library is represented on Orientation, Transition and Open Day planning groups. Library skills sessions are held for the International Student Orientation Program. Tours and hands-on instruction for Monash University Foundation Year, Monash College, and other students are conducted.

Staff actively participate in the wider university community through HEPCIT (Higher Education Partnerships in Communication and Educational Technology); School of Music committees; Centre for Asian Studies committees and seminars; departmental seminars; Marketing Advisory Group; Senior Women's Advancement Scheme.

Each year several students undertaking units in the School of Information Management and Systems spend up to three weeks in library divisions to fulfil their professional placement

requirements. A library staff member, acting as supervisor, prepares the program. Written assessment is given to the program coordinator and is taken into account in students' results. Tours are provided for library technicians-in-training. Upon request from the Protocol Office, tours, demonstrations and presentations are given to overseas dignitaries and senior university officers.

2D.2 Engagement with the Community

At Peninsula Library, local community members use the Vera Bradford Music Collection, and staff have produced a local history database and assist with community and/or campus-based projects such as musicals and conferences. Gippsland Library plays an important role in information provision to the Latrobe Valley. Staff at Hargrave-Andrew Library interact with librarians in the hospital libraries which support Monash staff and students. Caulfield Library offers employment opportunities for community agencies assisting people with disabilities to find work.

Opportunities exist for school students to undertake fieldwork experience. School groups are provided with tours upon request. Asian Studies Research Library staff maintain the resources of the Melbourne Centre for Japanese Language Education that are housed in the Matheson Library. These resources are able to be borrowed by teachers of Japanese language studies in Victoria, Tasmania and South Australia.

Through the Melbourne-Monash Protocol, the library coordinates selected services with the University of Melbourne, including the employment of the South East Asian Librarian part time across both universities, and the intercampus loans service for postgraduates and staff across the two universities. Through MARLC, (Melbourne Asian Research Libraries Consortium) there is collaboration on collection development of Asian resources.

The Hargrave-Andrew Library is a member of the South Eastern Scientific and Technical Information Consortium (SESTICON) that was formed to promote cooperation and cost effective sharing of information resources. The Pharmacy Library is heavily used by professional bodies involved in education, registration and qualification for pharmacy professions. It has links with the professional body, the Pharmaceutical Society of Australia, and the Hargrave-Andrew Library has links with CSIRO.

The library participates in programs of CAUL and the Group of Eight universities. This involvement extends to collaboration in purchasing resources through consortia arrangements. The library participates in VARLAC (Victorian Academic and Research Libraries Acquisitions Consortium) to enable reduced cost of purchasing books. It contributes catalogue records to the National Bibliographic Database and shares resources with other libraries through membership of Kinetica, the online national union catalogue and database of holdings.

Overall there is no clear articulation for staff of the library's role in the community.

> *Opportunity for Improvement:*
>
> *Increased engagement and commitment to community activities through development of a platform for community involvement.*

2D.3 MONINFO

Established in 1990, MONINFO is the self-funded, fee-based service of the library which supports the university's engagement with the broader community. MONINFO manages library card memberships for users other than Monash staff and students, and offers a suite of information services to business, industry and government, with a high incidence of repeat business. The 2003 MONINFO business plan identifies new directions that are intended to expand services and increase its client base.

2D.4 Professional Involvement

Individual staff are involved in a range of activities and hold positions of responsibility in external professional associations and organisations. Examples include: the Australian Library and

Information Association (ALIA); Victorian Association on Library Automation (VALA); International Association of Music Libraries; CAUL Statistics Working Party; Australian Map Circle; Australian Law Librarians Group; Voyager User Group; Delphi User Group; Disability Library Group; Chinese Studies Association of Australia; Asian Studies Association of Australia.

Staff present papers at conferences such as Online Ondisc, VALA, ALIA, EDUCAUSE in Australasia. However, the number of staff presenting papers and contributing to professional journals and monographs is small.

The library encourages the participation of staff in professional activities, provides financial support to varying degrees and grants leave to attend conferences.

Opportunity for Improvement:

Introduction of guidelines and increased support to encourage more staff participation in professional activities.

Staff expertise is acknowledged through invitations to participate on external committees and working groups. The University Librarian is a member of CAUL and is a director of CAVAL. The Document Delivery Librarian is a member of the NRSWG (National Resource Sharing Working Group). The Digital Resources Librarian is a member of the AARLIN national portal team. IRD staff are members of the Victorian Kinetica user group and Metavic (Victorian Tertiary Metadata Group). A steady stream of staff from Monash and other universities consult library staff on projects initiated and being undertaken by the library. Staff visit other libraries and organisations to broaden their knowledge of professional practices and to network widely.

3.   Summary of Opportunities for Improvement

Organisational Structure, Management, Quality Assurance and Improvement

Review of the purpose and function of the three library advisory committees.

Action plan to ensure library directors and managers can participate in key university policy-making forums.

Advancement of One Library practices to the advantage of all library stakeholders.

Review of the recording, archiving and availability of all library corporate information.

Investigation of which statistics need to be collected to effectively measure usage of library facilities, services and products, including electronic resources.

Exploration of entering into benchmarking partnerships for selected processes and using such data to improve customer service.

Human Resources

Exploration of strategic opportunities for ensuring a balanced staff profile.

Recruitment and development of a library work force with strong information technology skills.

Conduct of a skills audit and development of ways to address gaps identified.

Development of strategies to improve participation by staff at HEW2-4 in the Performance Management Scheme.

Review of changing work patterns and their impact, in particular those practices supporting an electronic environment.

Strengthening of the planning process for new initiatives.

Introduction of change management principles and practices in work areas where significant change has occurred, or is expected or planned.

Library Resources and Library Services

Implementation of processes to ensure ongoing revision of the Collection Development Policy.

Effective and extensive promotion of library services and resources.

Exploration of ways to better display and promote the Rare Book collection.

Review of selected core services including provision of all forms of reference assistance, systems help desk effectiveness and hours of opening of all libraries.

Total revision of the library's website, utilising Interwoven's content management system.

Embedding of an information literacy framework into courses taught by all faculties.

Investigation of patterns of use of electronic resources to enable library staff to provide better-targeted instruction to staff and students.

Achieving an increase in the use of resources and improving satisfaction with library services that are provided to enhance research.

Development of stronger links with offshore partners who provide library services to Monash students offshore.

Physical Infrastructure

Implementation of the major findings of the Facilities Master Plan to ensure that refurbishment of facilities over the next 5-10 years aligns with the initiatives of the library's strategic plan.

Renovation or replacement of interior finishes, signage, fixtures and furniture in each library using guidelines developed in the Facilities Master Plan.

Equity of assistance to all sites provided by Information Systems staff.

Increased availability of access to library resources, with less downtime of critical services.

Community and Professional Activities

Increased engagement and commitment to community activities through development of a platform for community involvement.

Introduction of guidelines and increased support to encourage more staff participation in professional activities.

APPENDIX 1 Abbreviations

AARLIN	Australian Academic Research Libraries Information Network
ABC	Activity Based Costing
ALIA	Australian Library and Information Association
ASRL	Asian Studies Research Library
AUQA	Australian Universities Quality Agency
AVEL	Australasian Virtual Engineering Library
CARM	CAVAL Archival and Research Materials Centre
CAUL	Council of Australian University Librarians
CAVAL	Cooperative Action by Victorian Academic Libraries
CJK	Chinese-Japanese-Korean
CSIRO	Commonwealth Scientific and Industrial Research Organisation
EFTSU	Equivalent Full-Time Student Unit
GLC	General Library Committee
HEPCIT	Higher Education Partnerships in Communications and Information Technology
HEW	Higher Education Worker
IRD	Information Resources Division
IT	Information Technology
ITS	Information Technology Services
KPI	Key Performance Indicator
MARLC	Melbourne Asian Research Libraries Consortium
MLO	Monash Lectures Online
MONINFO	Monash Information Service
MULTELS	Monash University Library Telephone Service
NRSWG	National Resource Sharing Working Group
OHS	Occupational Health and Safety
OPAC	Online Public Access Catalogue
PDF	Portable Document Format
QMG	Quality Management Group
SAP	Systems Applications Products
SESTICON	South Eastern Scientific and Technical Information Consortium
VARLAC	Victorian Academic and Research Libraries Acquisitions Consortium
VALA	Victorian Association on Library Automation
WebCT	Web Course Tools

APPENDIX 2 Attachments

APPENDIX 3 Boxed Items Available to the Panel

No. 1   Quality at Monash: Values and Principles. Monash University, Centre for
               Higher Education Quality, 2001.
No. 2   Monash Statistical Services Data
No. 3   Monash University Library Service Statements 2003
No. 4   CAUL Statistics 2001
No. 5   Monash Library Database Usage Survey
No. 6   Customer Survey 2000
No. 7   Staff Opinion Survey 2001
No. 8   Staff Perception Working Group Report October 2000
No. 9   Collection Development Policy (extracts)
No. 10   Report of the Print and Electronic Serials Working Party
No. 11   Monash University Library Facilities Master Plan 2003