New roles, old roles: structures at Swinburne

Derek Whitehead
Summary

- Campuses, structures, matrixes
- Services
- Technology
- More
- What’s in
- What’s out
Campuses, structures, matrixes

- Option 1 – geographical – top level structure reflects the campus structure
- Option 2 – functional – top level structure reflects the main functions of the library/organisation
- Option 3 – hybrid, and either
  - Campus managers also have functional roles
  - Functional managers also have campus roles
Why “lending” doesn’t work

<table>
<thead>
<tr>
<th>“Document” use</th>
<th>Proportion of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book &amp; non-book loans</td>
<td>16%</td>
</tr>
<tr>
<td>In-house use</td>
<td>8%</td>
</tr>
<tr>
<td>Equipment loans</td>
<td>8%</td>
</tr>
<tr>
<td>Online reserve downloads</td>
<td>18%</td>
</tr>
<tr>
<td>E-book downloads</td>
<td>15%</td>
</tr>
<tr>
<td>Journal article full text downloads</td>
<td>36%</td>
</tr>
</tbody>
</table>
Why “collections” are problematical

<table>
<thead>
<tr>
<th>Repository</th>
<th>Database</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Reserve</td>
<td>not a database; Equella?</td>
<td>2001</td>
</tr>
<tr>
<td>Australian Policy Online</td>
<td>not a database; VITAL?</td>
<td>2002</td>
</tr>
<tr>
<td>Exam Papers</td>
<td>not a database</td>
<td>2002</td>
</tr>
<tr>
<td>Theses</td>
<td>ADT</td>
<td>2004</td>
</tr>
<tr>
<td>Research outputs</td>
<td>VITAL</td>
<td>2005</td>
</tr>
<tr>
<td>Images</td>
<td>DSpace</td>
<td>2005</td>
</tr>
<tr>
<td>Online journals &amp; conferences</td>
<td>not a database; VITAL?</td>
<td>2005</td>
</tr>
<tr>
<td>Learning objects</td>
<td>Blackboard</td>
<td>2006</td>
</tr>
<tr>
<td>Learning objects</td>
<td>Equella trial</td>
<td>2007</td>
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</tbody>
</table>
Problems with “reference” too

<table>
<thead>
<tr>
<th>Enquiries – (Total=145,000)</th>
<th>Proportion of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directional</td>
<td>11%</td>
</tr>
<tr>
<td>Service enquiries</td>
<td>39%</td>
</tr>
<tr>
<td>Help with equipment and IT</td>
<td>27%</td>
</tr>
<tr>
<td>Information enquiries</td>
<td>19%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
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</tbody>
</table>
More problems with “reference”

<table>
<thead>
<tr>
<th>Information Enquiries</th>
<th>Proportion of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalogue help: simple</td>
<td>6%</td>
</tr>
<tr>
<td>Catalogue help: complex</td>
<td>4%</td>
</tr>
<tr>
<td>Internet help: navigate, search, select, use</td>
<td>1%</td>
</tr>
<tr>
<td>Swinburne web site help</td>
<td>1%</td>
</tr>
<tr>
<td>Reference collection use</td>
<td>0%</td>
</tr>
<tr>
<td>Endnote and referencing</td>
<td>1%</td>
</tr>
<tr>
<td>Supersearch/Metalib help</td>
<td>0%</td>
</tr>
</tbody>
</table>
Restructuring services – issues

- Conventional division between reference and lending (user services) and technical services
- In practice this is now a tradition – life is more complex
- The traditional structure links to employee layers – professional and non/para-professional
- Project-style management can cut across other divisions
- Libraries tend to focus on collective approaches to structures – i.e. on committees
- Costing services is important but difficult
- Customer input is absolutely critical
- Getting the right people is more important than structures
Services

- Lending/circulation
  - □ Checkout
  - □ Checkin and reshelving
  - □ Equipment loans and management
  - □ Reserve
  - □ Online reserve
  - □ Service desk
  - □ Managing the client database

- We are moving to the term “operations”
More services

- Reference
  - Liaison
  - Services to researchers
  - Reference desk
  - Library tours and orientation
  - Information literacy
  - Collection development
  - Technical help
Technical Services

- Technical services
  - Acquisitions
  - Cataloguing
  - Periodicals/serials
  - End processing
  - Datasets / electronic services
  - Systems – the ILMS
  - Managing computers and printers
Other functions

- Administration
  - Cash and payments
  - Recruitment and staffing processes
  - Managing casual staff
  - Staff development
  - Administrative support including ordering
  - Managing buildings and space
  - Planning
New . . .

- Marketing
- Services to disabled users
- International students – how to we manage them – and transnational students too
- Development/management of web information content
- Management of websites
- Creation & management of repositories
- Statistics and surveys
- Anthropologist
- Security 24/7
... and old

- Reference is changing
- Lending is becoming self-service
- Weekend and night staffing
- Technical services started changing long ago
- The mix of required skills is changing too
Some things may need to change