BUILDING STAFF CAPABILITIES
For Libraries of Tomorrow

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Job Redesign in Public Libraries

The impetus for job redesign was the need to build a responsive future ready workforce, competent in both functional and professional skills to deliver the Smart Libraries of the Future.

We want to develop a future ready work force through:

- Upskilling and redesigning jobs that aligns to the delivery of new services that enhance the customers’ experience
- Building staff competencies through a robust staff development process
Broad Trends Impacting Libraries

Refined & Modified from listing by the Center for the Future of Libraries, ALA

SOCIETY
- Collective Impact
- Anonymity
- Shifting Notions of Privacy
- Fast & Casual
- Maker Movement

EDUCATION
- Flipped Learning (Learning by Doing)
- Connected Learning
- Gamification
- Sharing Economy

TECHNOLOGY
- Drones/Robots
- Geospatial
- Unplugged
- Cloud
- Internet of Things
- New Technologies (AR, Haptic, Wearables)
- Digital Analytics
- Data Natives

ECONOMICS
- Income Inequality
- Rise in Personalised Services
- Self-Service Culture

ENVIRONMENT
- Flexible/Customisable Spaces
- Self-Service Culture

DEMOGRAPHICS
- Emerging/New Adulthood
- Aging
- Data Natives
- Digital Natives

Collectives Impact
- Anonymity
**Trends on Info Landscape**

### Rise of Mobile Computing
- **UBIQUEOUS ACCESS**
  - A connected society: anytime and anywhere

### Proliferation of Choices Aided by Technology
- **PERSONALISATION**
  - Expectation that experiences are automatically tailored to individual preferences
- **CUSTOMISATION**
  - People have greater choice over what they consume (products, information, experience)

### Control over Content and Learning
- **CREATION:**
  - Everyone can produce content (Digital Platforms)

### Crowdsourcing/Collective Impact
- **COLLABORATION:**
  - Ease of connecting to people with like-minded interests/objectives has resulted in start-ups, ground-up initiatives and lobbying via collective power.

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**Threats and Opportunities – Remaining Relevant**
Our library of the future is one that provides…

**Seamless Access**
- Greater integration of digital and physical resources for a more holistic experience of library offerings.
- Intuitive paths to accessing content for easy and independent usage.
- More avenues to encounter library resources beyond physical libraries.

**Personalised & Customisable Experiences**
- Push of personalised recommendations based on individual profiles and preferences.
- Curation of content and collections for targeted user segments.
- Option for users to customise their own preferences for greater control over their library experience.

**Opportunities for Collaborative Learning**
- Spaces and features that support social, exploratory (creative), and collaborative learning among users.

Creating relevant and adaptable library spaces and services enabled by technology

**Future-Ready Workforce**
Future Ready Workforce

Current Workforce
- Strategist
- Content Creators
- Communicators
- Data Novice
- Knowledge Distributors
- General Marketing
- Subject Expertise
- Basic Tech Competency
- Researcher

Future Workforce
- Thought Leaders
- Innovation Catalyst
- Knowledge Curators
- Cross-Disciplinary Thinkers
- Community Connectors
- Collaborators
- Data Analyst
- Advocates
- Market Specialist
- Technological Experts

Seamless Access

Personalised & Customisable Experiences

Opportunities for Collaborative Learning

Job Redesign

Technology & Innovation
Building our capabilities

**Future Skills**

**Basic**
- Introduction to all areas of job that is relevant for a generalist

**Intermediate**
- Develop subject knowledge in specialized areas

**Advance**
- Actively engaged in activities to deepen or broaden specialised knowledge and skills

**Classroom learning** (structured, facilitated)

**Professional Sharing, Community of Practice, Learning Journeys, OJT** (self-directed, self-paced)
Acquiring new skills to fulfil our roles in the future

Future Skills

- Sense-making
- Novel and Adaptive Thinking
- Trans-disciplinary
- Social Intelligence
- New Media Literacy
- Computational Thinking
- Cognitive Load Management
- Design Mind-set
- Cross Cultural Competency
- Virtual Collaboration
Our Job Redesign journey begins...

1. Preparing our staff to deliver the higher value added services
2. Upskilling our staff to take on new areas of work that is necessary to achieve our outcomes

### Automation and DIY processes
- Auto sorter
- Self service lockers
- Improve way finding
- Counter-less libraries

### Upskill Library Officer’s job
- Storytelling
- Promotion and merchandising of collections through thematic displays
- Facilitate programmes and book clubs
- Volunteer engagement

### Upskill Librarian’s job
- Curation of content
- Business and Data analysis
- Community and Volunteer management
- Developing and delivering targeted content and services
- Thought Leadership

Customer service will shift from transactional to relational, with stronger engagement and content knowledge.
What we did...

**Improved Productivity: First Steps**
- Prototype @ library
- Counter-less
- DIY Services
- Reservation Lockers
- Mobile App

**Focus Groups**
- Review of prototype with various staff groups
- Fine tune processes

**Training & Implementation**
- Phased roll-out
  - Communications Session
  - Train the Trainers & LOs
What they said...

“The training I received made me realise the importance of having good content knowledge in order to serve our customers.”

“I have learnt new skills and gained lots of experiences in the process of this job redesign and I feel motivated to contribute more.”

“It was challenging but fun and rewarding to be able to do storytelling.”

“The opportunities to conduct programmes helped to overcome my fear of handling children and teens.”
The next steps
Thank You