

# BUILDING STAFF CAPABILITIES For Libraries of Tomorrow

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# Job Redesign in Public Libraries

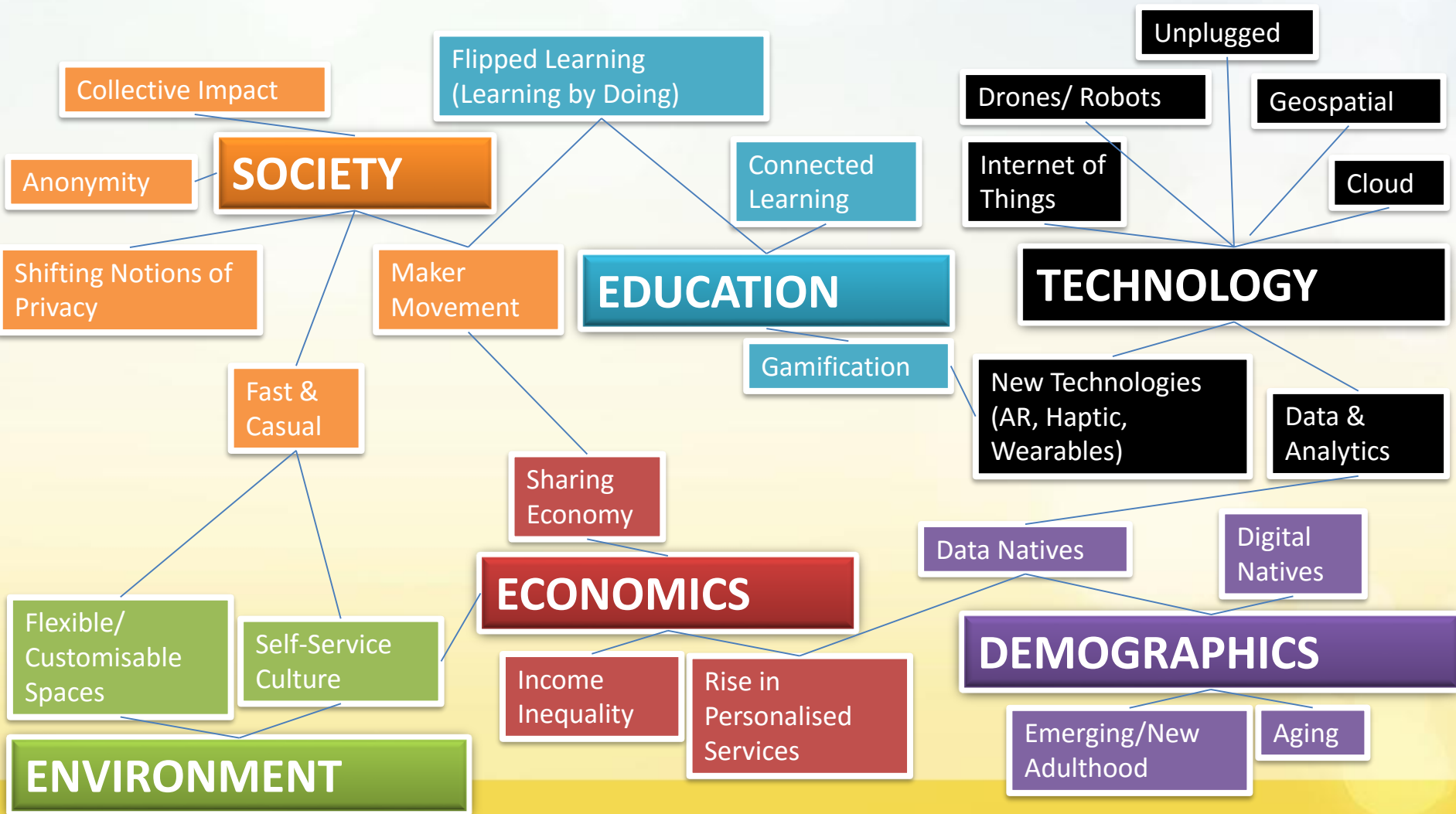
The impetus for job redesign was the need to build a **responsive future ready workforce**, competent in both functional and professional skills **to deliver the Smart Libraries of the Future.**

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

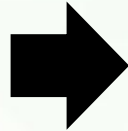
# Broad Trends Impacting Libraries

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



# Trends on Info Landscape

**Rise of Mobile Computing**



## **UBIQUITOUS ACCESS**

A connected society: anytime and anywhere

**Proliferation of Choices Aided by Technology**



## **PERSONALISATION**

Expectation that experiences are automatically tailored to individual preferences

**Control over Content and Learning**



## **CUSTOMISATION**

People have greater choice over what they consume (products, information, experience)

**Crowdsourcing/ Collective Impact**



## **CREATION:**

Everyone can produce content (Digital Platforms)

## **COLLABORATION:**

Ease of connecting to people with like-minded interests/ objectives has resulted in start-ups, ground-up initiatives and lobbying via collective power.

**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



Job Redesign

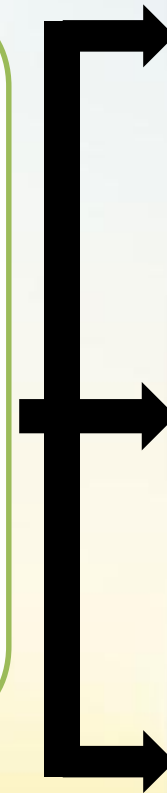


Technology & Innovation

Seamless Access

Personalised & Customisable Experiences

Opportunities for Collaborative Learning



# 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

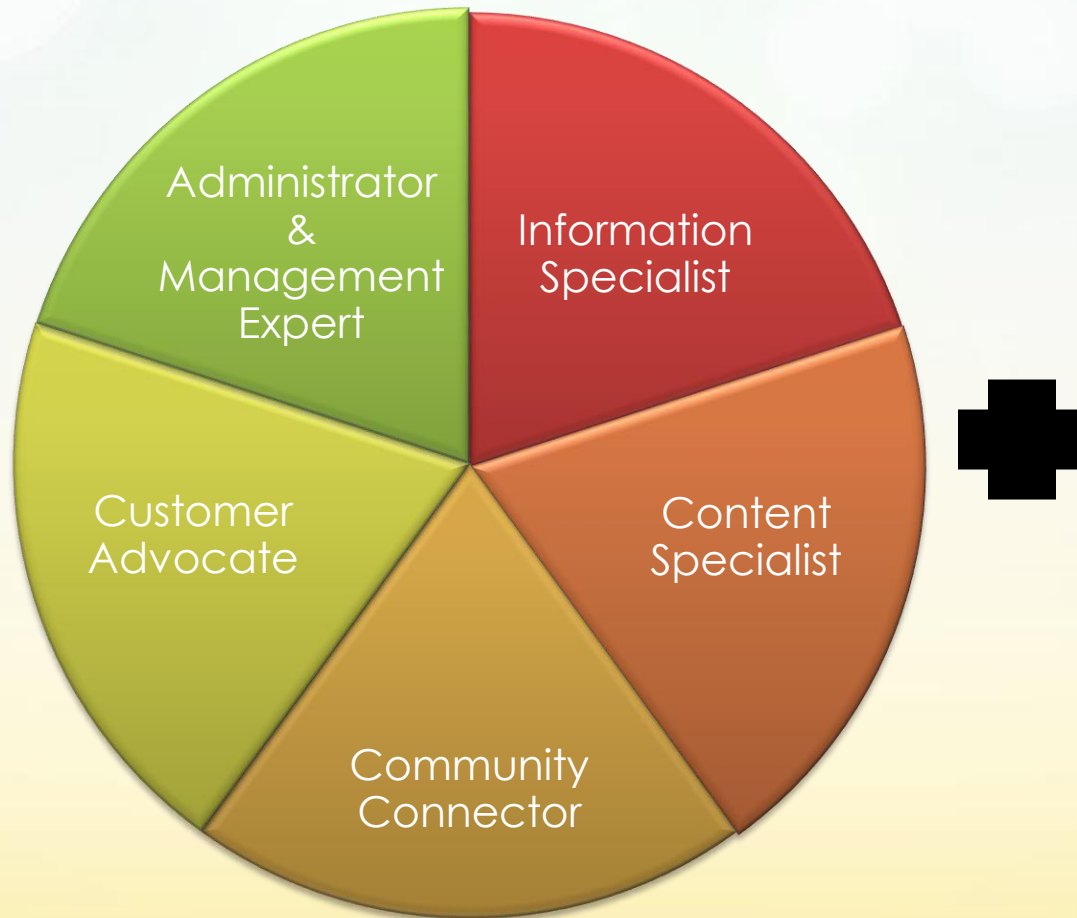
**Advance**

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)**

## 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

Acquiring new skills to fulfil our roles in the future



# 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.**



**JOB REDESIGN  
For Library Officers**

# What we did...



## Training & Implementation

Phased roll-out

- Communications Session
- Train the Trainers & LOs



## Focus Groups

- Review of prototype with various staff groups
- Fine tune processes



## Improved Productivity: First Steps

Prototype @ library

- Counter-less
- DIY Services
- Reservation Lockers
- Mobile App



# 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**