From format to function: achieving transformational change

Vicki McDonald
Director Library Services
State Library of New South Wales

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Australia's first library | *A world leading library*

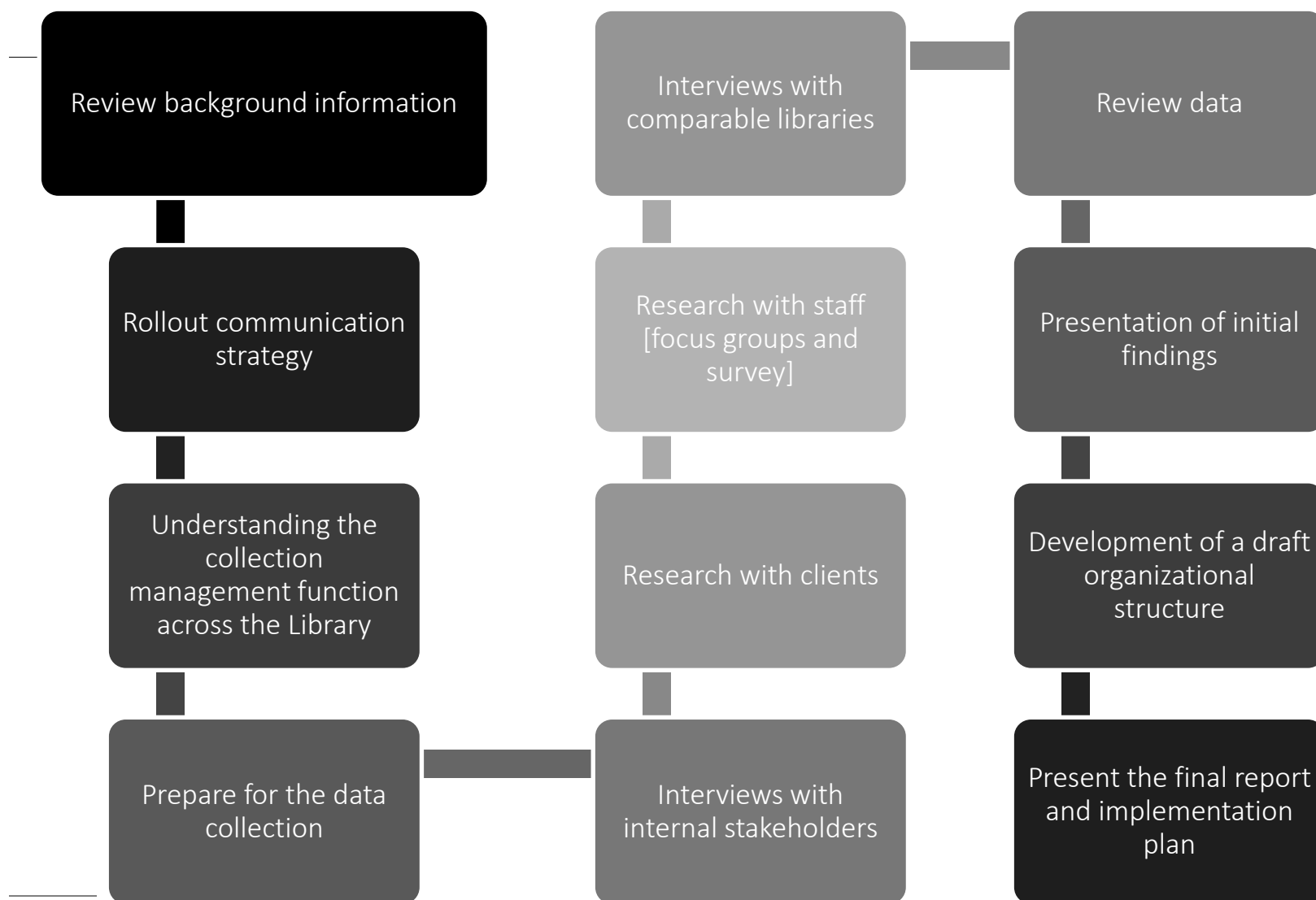# Our challenge: Reduce staff by 20%

Reposition and refocus our resources

Collection Management Function

Review process

Review background information

Rollout communication strategy

Understanding the collection management function across the Library

Prepare for the data collection

Interviews with comparable libraries

Research with staff [focus groups and survey]

Research with clients

Interviews with internal stakeholders

Review data

Presentation of initial findings

Development of a draft organizational structure

Present the final report and implementation plan

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Process Mapping the Acquisition Process

Collection Management activities

Original Materials

appraisal & valuation

Answering complex client inquiries

Collection Services

Implementation of data standards

Managing relationships to share records

OM and CS

Selection of items

Managing the purchase of items

Creation & editing of records

Asset management & stock taking

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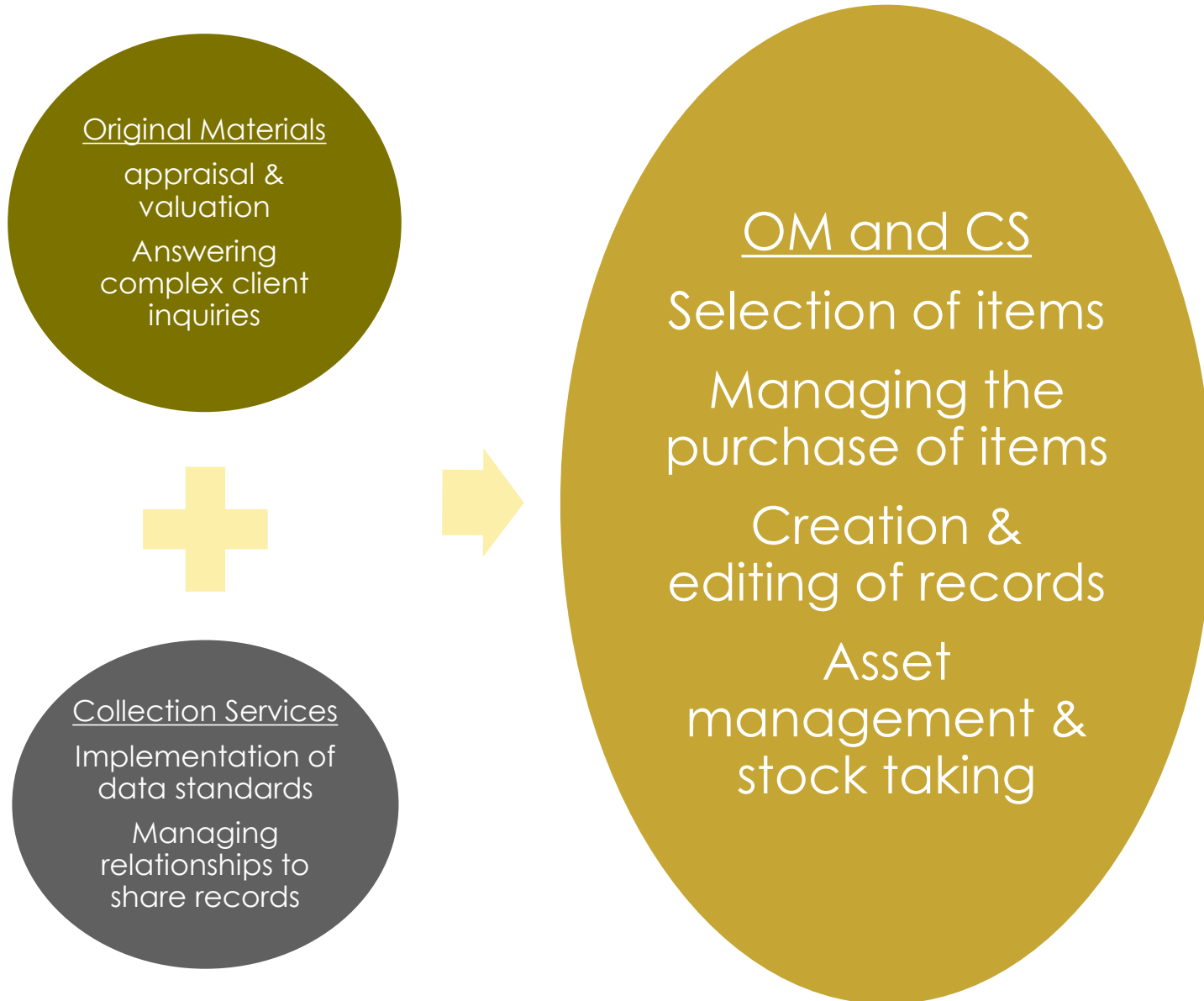
Considering the **collection lifecycle**

Assessment, identification and selection

Acquisition

Archival & bibliographic description & physical arrangement

Contributing to client services in regard to access to the collection

Retention & disposal

Asset management of the collection

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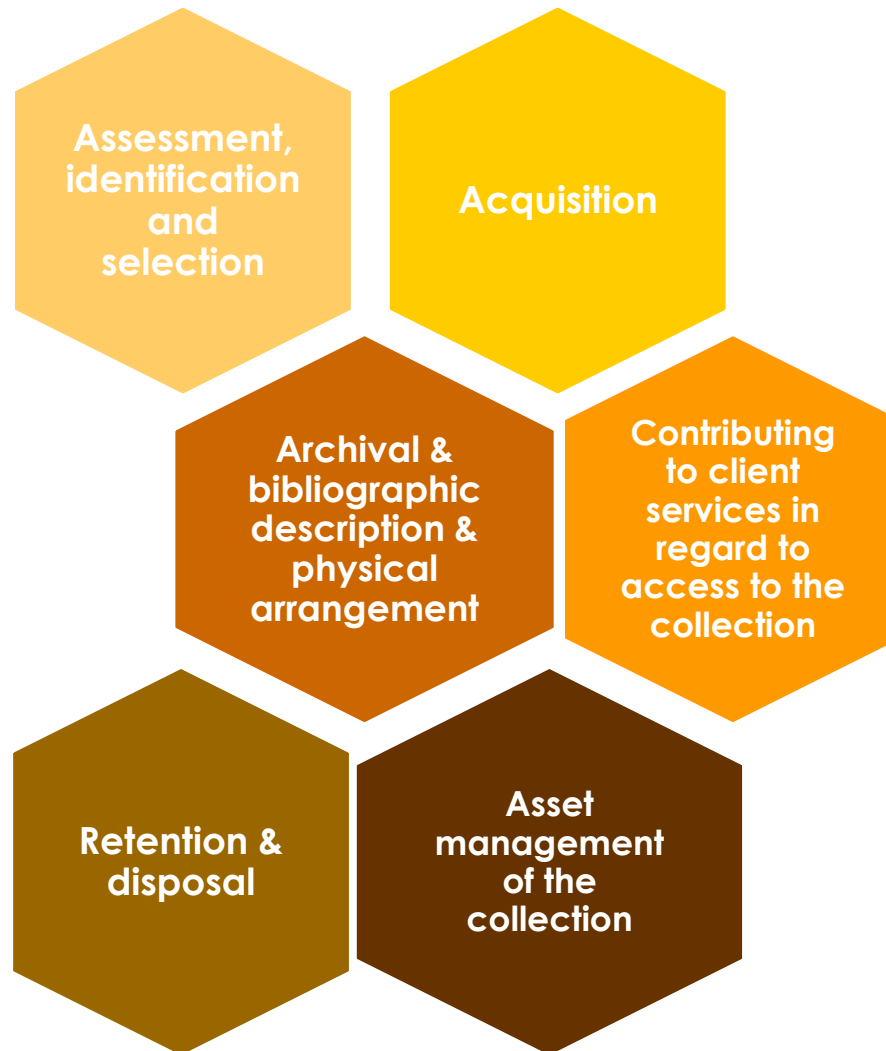
Review Recommendations

Improve prioritization & planning of work

Review governance arrangements across the collection management function

Clarify ownership of work processes

Review & streamline work processes

Establish protocols for sharing / handover of work

Continue management of single points of risk

Establish a strategy & work plan for digital collecting

Implement a new functional structure

New branch structure

Collection Strategy & Development

Research & Discovery

Collection Access & Description

Data Quality, Systems & Standards

Collection Strategy & Development

- Developing & shaping the collection – published and original materials
- Managing the collection as an asset
- Administrative activities associated with acquisitions

Research & Discovery

- The Library's core curatorial capability for our collections
- In depth research of our collections
- Specialist advice for major acquisitions and complex client enquiries

Collection Access & Description

- Collection access and description for published and original materials
- All tasks associated with preparing materials for access and inclusion in the collections
- Preparation of items for digitisation

Data Quality, Systems & Standards

- Set appropriate requirements for data standards across all materials
- Understands the external landscape in the area of data sharing and standards, e.g. Libraries Australia, NSLA, industry and international bodies
- Provide system support and training
- Develop appropriate business rules, policies and procedures

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Jerelynn Brown

Manager Collection Strategy and Development

Leads and manages the Collection Strategy and Development Branch and provides strategic advice in building and shaping the State Library's collections by maintaining high level collaborative relationships across the Library.

Dr Jennifer Berryman
Collection Strategy Specialist Librarian

Provide advice on collection management strategies, and formulate and review policies and strategies to develop the collection in line with the Library's Collection Development Policy.

Simon Cootes

Collection Development Specialist Librarian

Coordinate the selection and acquisition of material across a range of formats to develop the collection in accordance with the Library's Collection Development Policy.

Louise Denoon

Senior Curator

As a recognised curatorial expert, provide leadership and expert advice in the development, management and interpretation of the heritage collections, including the Mitchell and Dixson Collections, to meet the State Library's strategic and corporate goals.

Collection Access & Description Team Leader

Lead and manage a team in the acquisition, arrangement, description and provision of access to collection materials across a range of formats.

Alice Farrell
[Published]

Megan Atkins
[Archival]

Angela Yam
[Mixed Formats]

Joanna Fleming
Digital Curation Specialist
Develop and operationalise the framework for acquiring and managing born digital material to enable and advance the Library's progression to a digital environment

Shirley Walker

Data Quality & Training Specialist Librarian

Undertake data quality monitoring, analysis and remedial activities to underpin continual improvement of data quality. Develop and deliver training to provide staff with the knowledge and skills required to use current and new collection management systems efficiently and effectively.

What will **success** look like?

Vicki McDonald
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Title

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might be placed

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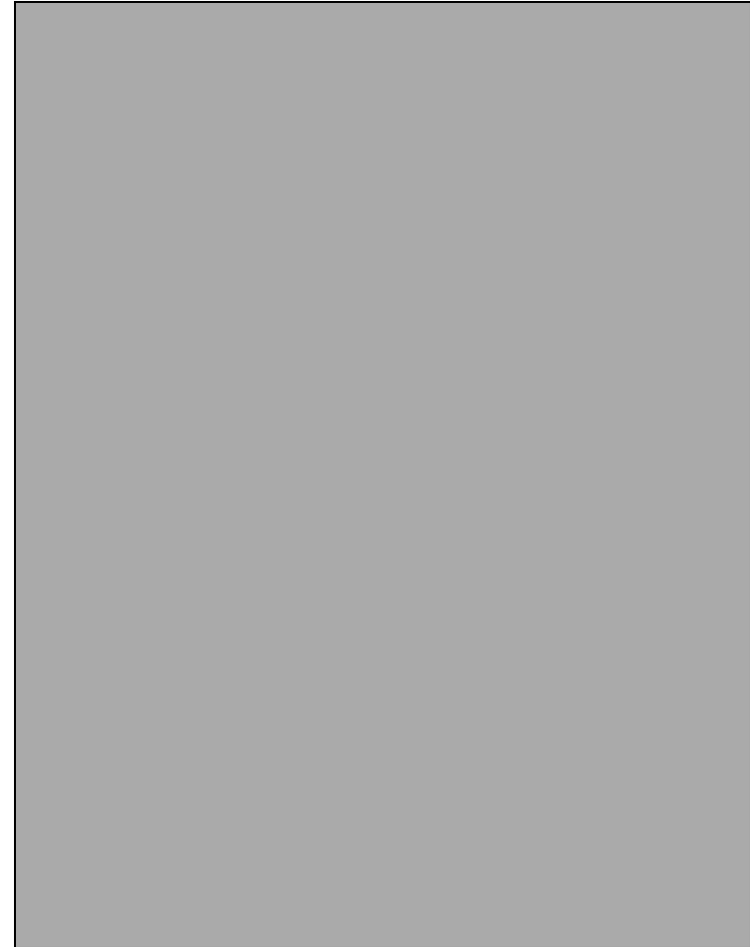
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Title

BRAND ESSENCE

Our brand values represent what we stand for and what we aspire to. They help to set us apart for our customers.

At the centre of the brand is our essence – the single thought that captures what the State Library of NSW is all about.
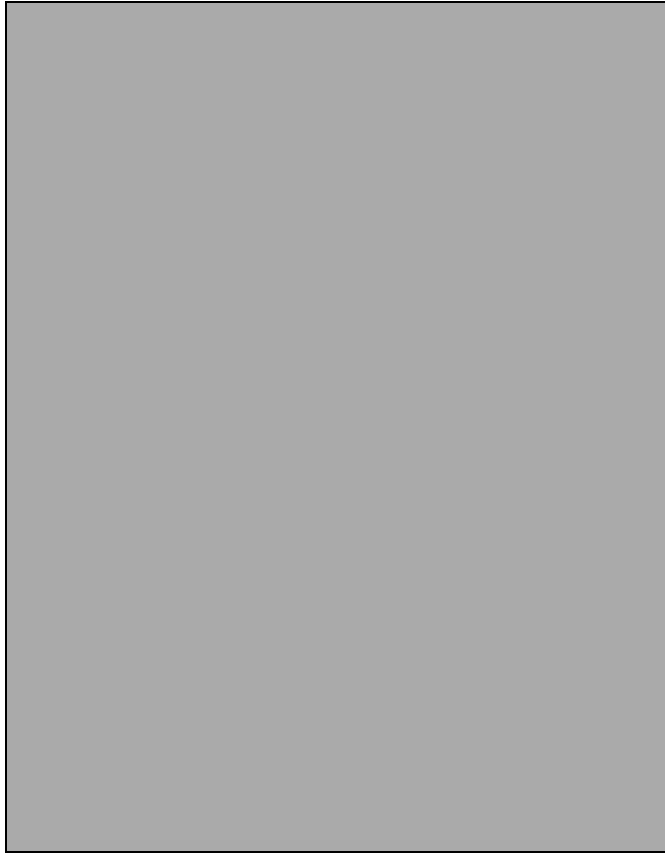
Our brand essence is: "Surprising"
This influences everything we do – from how we do our daily jobs to our customer service, products and programs, as well as setting the tone and approach for

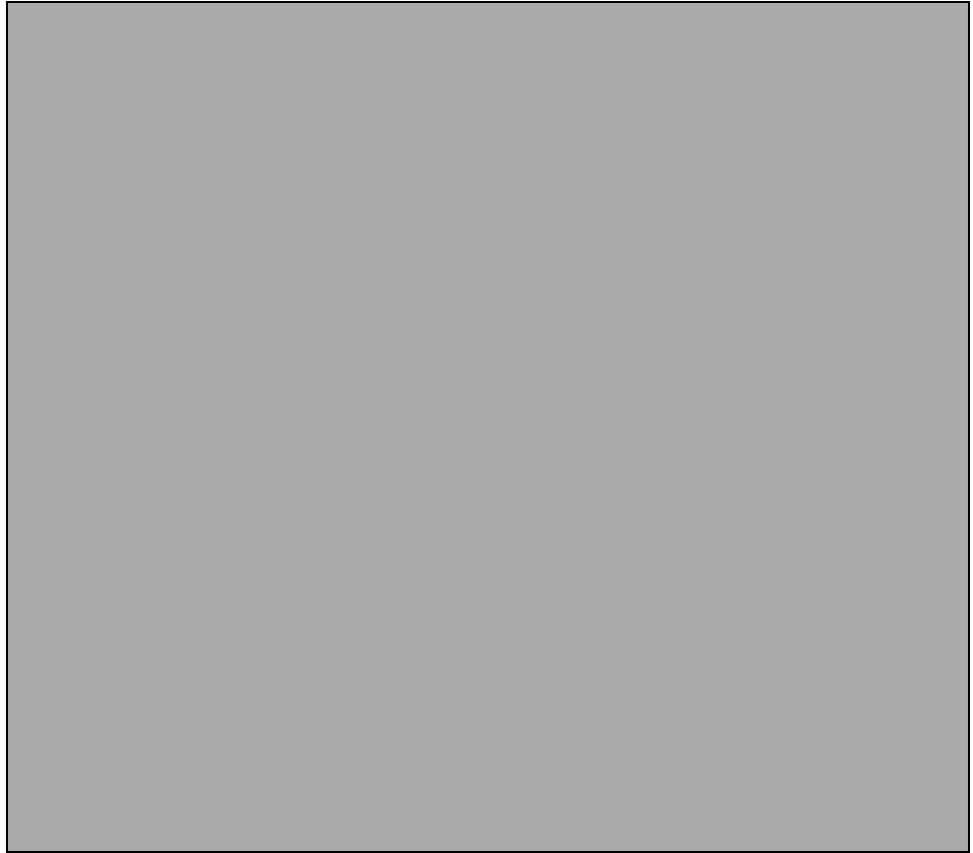all State Library of NSW communications.

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TELEVISION

– 'the Collectors'
– Morning TV – Sunrise
– Gala opening as news piece
– 7.30 Report on the trade
  union banner
– mews/events

SOCIAL MEDIA

– YouTube vox pop
– Facebook
– e-newsletters
– SL website blogs

PR OPPORTUNITIES
– Scrabble or word game
  with letters in Martin Place
– Sydney Writers Festival
– City of Sydney banners
  at Customs House

ADVERTISING

– JC Decaux
– Spectrum SMH
– The Brag/MX
– Time Out

STAFF ENGAGEMENT
– M&BD blogs
– Brand 'roadshows'
– The Brag/MX
– interrobang merchandise

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Colours

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