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Portfolio

Peer Evaluation: Library Information Service (LIS)

NWU

Mahikeng Campus -Building A7, Room 102 Potchefstroom Campus -Ferdinand Postma Library, Building E7, Room 111 Vanderbijlpark Campus - Building 13, Room 102

Date: 11-15 October 2021 File reference: 2.3.2.6_LIS



Quality Enhancement

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SITE VISIT PROGRAMME

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Quality Enhancement

Library Information Service (LIS) PEER EVALUATION Site Visit Programme: 11 – 15 October 2021 North-West University Mahikeng Campus, Building A7, Room 102

Potchefstroom Campus, Ferdinand Postma Library, Building E7, Room 111 Vanderbijlpark Campus, Building 13, Room 102

PANEL MEMBERS:

Ms Bibi Bouwman	Chairperson; Director: Sustainability and Community Impact, NWU
Ms Gwenda Thomas	International Panel Member; Director: Scholarly Services, University Librarian;
	University of Melbourne
Ms Judy Grobler	International Panel Member; Director: Library and Information Services, Namibia
	University of Science and Technology
Dr Daisy Selematsela	External Panel Member; Executive Director: University of South Africa, Library
Dr Elisha Chiware	External Panel Member; Director: Cape Peninsula University of Technology
	Libraries
Ms Lindiwe Soyizwapi	External Panel Member; Director: Department of Library Services, University of
	Pretoria
Ms Lucille Webster	External Panel Member; Director: Library Services, Durban University of
	Technology
Prof Alida Herbst	Internal Panel Member; Director: School of Psychosocial Health, NWU
Observers:	
Mr Tommy Pietersen	Quality Manager: Support Departments & or;
Mr Johan Erasmus	Quality Coordinator

Scribe:

Ms Robyn Arnold

Working Supper: Mon 11 October 2021 / Time: 17:00-18:30 (90min) at NWU Sport Village

Panel introduction

- Orientate to the task at hand and establish lines of enquiries
- Quality Manager collects all signed administrative documents
- Supper (18:30)

Day 1: Tuesday 12 October 2021 (Potchefstroom) Ferdinand Postma Library, Building E7, Room 111

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS
SESSION 1 08:00-08:15 15min	Orientation session Panel being orientated to task at hand.	Panel	Chairperson leads the discussion.
SESSION 2 08:15-09:00 <i>45min</i>	Panel members discuss/study/reflect on all evidence documents (electronically). Request for/identify omitted evidence documents Identify further lines of enquiry	Panel	Chairperson leads the discussion.
SESSION 3 09:00-09:20 20min	Welcome by the head of department. Head of department gives short overview of the department and the self-evaluation process (may include findings and conclusions) (<i>not more than 20 min</i>)	Panel with: Dr Mathew Moyo Chief Director: Library and Information Service (LIS)	Chairperson invites head of department to deliver a short presentation.
SESSION 4 09:20-10:20 60min	Panel to interview Head of the department Section A-H	Panel with: Dr Mathew Moyo Chief Director: Library and Information Service (LIS)	Chairperson guides the panel members to obtain all information required. Triangulate and clarify information.
10:20-10:40 20min		TEA	
SESSION 5 10:40-11:00 20min	Closed Session	Panel	Capture observations, concerns, and determine further lines of inquiry.
SESSION 6 11:00-12:00 60min	Panel interview LIS Executive Team (LISET) Sections A-H (<i>Via MS Teams</i>)	Panel with: Ms Hendra Pretorius Director Information and Learning Services Ms Neli Kaunda Director Shared Services Mr Tiyani Mabunda Director Open Scholarship Ms Louise Vos Senior Manager Outreach, Projects and Quality	Chairperson guides the panel members in the discussion. Retrieve all information necessary. Triangulate and clarify information.
SESSION 7 12:00-12:20 20min	Closed session	Panel	Capture observations, concerns, and determine further lines of inquiry.
SESSION 8 12:20-13:20 60min	Panel interview LIS Managers Sections A-H (<i>Via MS Teams</i>)	Panel with Ms Maphefo Maake Manager Information & Research Services (Mahikeng) Ms Erika Rood Manager Information Services (Potchefstroom) Ms Martie Esterhuizen Manager Information Services (Vanderbijlpark) Ms Nomzingisi Madikane Manager Loan Services (Mahikeng) Ms Tiny Moripa Manager Loan Services (Vanderbijlpark) Mr Martin Nokoane Manager Loan Services (Potchefstroom) Mr Ntobeko Sikhakhane (Manager Information Resources from 1 Aug 2021) Mr Benford Rabatseta Acting Manager Information Resources Mr Lizwi Njani	Chairperson guides the panel members in the discussion. Retrieve all information necessary. Triangulate and clarify information.

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS		
		Acting Manager Library Systems			
SESSION 9 13:20-13:40 20min	Closed Session	Panel	Capture observations, concerns, and determine further lines of inquiry.		
13:40-14:20 <i>40min</i>		LUNCH			
SESSION 10 14:20-15:20 60min	Panel interview Line Manager Sections A-H (<i>Via MS Teams</i>)	Panel with: Prof Robert Balfour Deputy Vice-Chancellor: Teaching and Learning	Chairperson guides the discussion. Retrieve all information necessary. Triangulate and clarify information.		
SESSION 11 15:20-15:40 <i>20min</i>	Closed Session	Panel	Capture observations, concerns and make possible recommendations.		
Dinne	DAY 1 CONCLUDES Panel travel to the different campuses (where applicable) Mahikeng Campus (Travelling with Mr Pietersen) Potchefstroom Campus (Ms Noge to coordinate) Vanderbijlpark Campus (Travelling with Mr Erasmus) (Snack parcel on the way) Dinner at MC: Libertas Guesthouse; PC: NWU Sports Village, VC: Little Eden Guest Lodge at approx. 19:30				

DAY 2: Wednesday 13 October 2021 – Site Visit Per Campus

TIME AND SESSION	PURPOSE OF SESSION	Mahikeng Campus PARTICIPANTS Building A7, room 102	Potchefstroom Campus PARTICIPANTS Ferdinand Postma Library, Building E7, Room 111	Vanderbijlpark Campus PARTICIPANTS Building 13, Room 102	INSTRUCTIONS
SESSION 12 08:00-08:15 15min	Orientation Session Panel being orientated to task at hand	Panel	Panel	Panel	Chairperson guides the discussion.
SESSION 13 08:15-09:00 <i>45min</i>	Panel to interview Staff members of Loan Services Section A-H (<i>Via MS Teams</i>)	Panel with: Ms James Kolodi Interlibrary Loans (ILL) Mr Johannes Sebolai Ms Ruth Modise	Panel with: Ms Seka Kelobang (Interlibrary Loans (ILL) Ms Helah van der Waldt Ms Meisi Makauza Education Library Ms Georgene Mulder Ms Adri Smit Theology Library	Panel with: Mr Dennis Mabena Interlibrary Loans (ILL) Mr Daniel Monyamane Mr Siyabonga Sithole	Chairperson guides the session.
SESSION 14 09:00-09:15 <i>15min</i>	Closed session	Panel	Panel	Panel	Capture observations, concerns, and determine further lines of inquiry.
SESSION 15 09:15-10:15 60min	Panel to interview Staff members from Information Services & Research & Open Scholarship Services Section A-H (Via MS Teams)	Panel with: Information Services Faculty Librarians: Ms Winnile Dlamini Humanities, Theology Mr Teboho Morajane Education, Health Sciences Research & Open Scholarship Services Mr Sakhile Mngomezulu Librarian Scholarly Communications	Panel with: Information Services Senior Librarians (Branch Libraries) Ms Martha van der Walt Education Ms Hester Lombard Theology Mr Nestus Venter Natural Sciences Library Ms Retha Badenhorst Music Faculty Librarians: Ms Christine Bronkhorst Law, MBA Ms Anneke Coetzee Humanities, NWU Referencing Guide Ms Gerda Beukman Health Sciences Ms Lezelle Snyman	Information Services Mr Danny Moloto Senior Library Assistant Faculty Librarians: Ms Maria Lesele Law, Econ & Management Sciences, Natural Sciences Research & Open Scholarship Services Mr Malose Langa Librarian Research Support & Faculty Librarian Education, Humanities & Theology	Chairperson guides the session.

Peer Evaluation Site Visit Programme Library Information Service (LIS) 11-15 October 2021

TIME AND SESSION	PURPOSE OF SESSION	Mahikeng Campus PARTICIPANTS Building A7, room 102	Potchefstroom Campus PARTICIPANTS Ferdinand Postma Library, Building E7, Room 111	Vanderbijlpark Campus PARTICIPANTS Building 13, Room 102	INSTRUCTIONS
			Economic & Management Sciences Ms Banele Khoza Librarian Undergraduate Support Research & Open Scholarship Services Ms Nontobeko Mahlalela Librarian Research Support		
SESSION 16 10:15 – 10:40 <i>25min</i>	Closed Session	Panel	Panel	Panel	Capture observations, concerns, and determine further lines of inquiry.
10:40-11:00 <i>20min</i>			TEA		
SESSION 17 11:00-12:00 60min	Panel to interview Staff Members from Shared Services Information Resources & Library Systems Sections D-H (Via MS Teams)	Panel with: Information Resources Mr Benford Rabatseta Senior Librarian Cataloguing Ms Molly Kekana Senior Librarian Acquisitions Ms Clement Lebeya Librarian Cataloguing Mr Mahlatse Tema Assistant Librarian Acquisitions Library Systems Mr Sakhile Mngomezulu Librarian Scholarly Communications	Panel with: Information Resources Ms Alta van den Berg Senior Librarian Cataloguing Ms Carine Basson Senior Librarian E-Resources Ms Janie Lamprecht Senior Librarian Acquisitions Ms Thulile Xaba Librarian Cataloguing Ms Wilna Fick Assistant Librarian Acquisitions Ms Sanette Kirstein Admin Officer Library Systems Mr Lizwi Njani Business Analyst Mr Vuyo Ngayeka Senior Librarian IR & Systems Support Ms Elize van Eldik Librarian Web Development Mr Lucas van den Heever Senior Library Assistant	Panel with: <u>Library Systems</u> Ms Yvonne Engelbrecht Senior Admin Officer IR	Chairperson guides the session.
SESSION 18 12:00-12:20 20min	Closed session	Panel	Panel	Panel	Capture observations, concerns and determine further lines of inquiry.

TIME AND SESSION	PURPOSE OF SESSION	Mahikeng Campus PARTICIPANTS Building A7, room 102	Potchefstroom Campus PARTICIPANTS Ferdinand Postma Library, Building E7, Room 111	Vanderbijlpark Campus PARTICIPANTS Building 13, Room 102	INSTRUCTIONS
SESSION 19 12:20-13:05 <i>45min</i>	Panel to interview Administrative staff members Sections C, D, E, and F (<i>Via MS Teams</i>) Panel connects to Potchefstroom link	Mr Vukosi Mathonsi (Senior , Potchefstroom Ms Maggie Melk-Sindwa (Pe Ms Helet Swanepoel (Senior Ms Henriëtte Groenewald (S Ms Asha Hembly (Admin Ass Mr Meshack Mpato (Senior E Vanderbijlpark	ersonal Assistant – Chief Director LIS) Admin Assistant – Director Shared Services enior Admin Officer) sistant) Book Binder) fficer – Director Information and Learning Se)	Chairperson guides the session.
SESSION 20 13:05-13:25 20min	Closed session	Panel			Capture observations, concerns and determine further lines of inquiry.
13:25-14:05 40min			LUNCH		
SESSION 21 14:05 - 15:05 (MC and VC) <i>60min</i> 14:05 – 16:35 (PC) <i>150min</i>	Panel to visit LIS facilities (per campus)	Potchefstroom Library – Ms Vanderbijlpark Library – Ms Specialised Libraries - Potchef Ms Erika Rood, Manager Informa Natural Sciences Library Mr Nestus Venter Education Library Ms Martha van der Walt	ation Services (PC) to accompany panel. - under construction. A short PPT will be prov		Selected chairperson explains the process
Session 22 15:05 – 15:25 (MC & VC)	Closed session	Panel			Capture observations, concerns and make recommendations

TIME AND SESSION	PURPOSE OF SESSION	Mahikeng Campus PARTICIPANTS Building A7, room 102	Potchefstroom Campus PARTICIPANTS Ferdinand Postma Library, Building E7, Room 111	Vanderbijlpark Campus PARTICIPANTS Building 13, Room 102	INSTRUCTIONS
20min 16:35 – 16:55 (PC) 20min					
			DAY 2 CONCLUDES k to Potchefstroom (where applicable) [.] at the NWU Sport Village at 19:30		

DAY 3: Thursday 14 October 2021 (Potchefstroom) Ferdinand Postma Library, Building E7, Room 111

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS
SESSION 23 08:00-08:15 <i>15 min</i>	Orientation SESSION Panel being orientated to task at hand.	Panel	Chairperson leads the discussion.
Session 24 08:15-09:15 60min	Panel to reflect on campus interviews and site visits	Panel	Chairperson leads the discussion. Discuss the necessity of the call back session (session 40)
SESSION 25 09:15-10:00 <i>45min</i>	Panel to interview Internal Stakeholders Faculties Senate Library and Information Service Committee (SLiSC members) Sections B, C and F (Via MS Teams)	Panel with: Prof Herman van der Merwe Dep Dean Econ & Management Sciences Prof Herman van Vuuren Dep Dean Education Prof Liezl van Dyk Exec Dean Engineering Prof Awie Kotze Exec Dean Health Sciences Prof Mpho Chaka Dep Dean Humanities Prof Willemien du Plessis Law Prof Helen Drummond Dep Dean Natural & Agric Sciences Dr Hennie Goede Exec Dean Theology	Chairperson leads the discussion.
Session 26 10:00-10:20 20min	Closed Session	Panel	Capture observations, concerns and determine further lines of inquiry.
10:20 – 10:40 20min		TEA	
SESSION 27 10:40-11:25 <i>45min</i>	Panel to interview Internal Stakeholders: Support Departments Sections C, E, F and G (Via MS Teams)	Panel with: Mr Boeta Pretorius IT Services Prof Nnenesi Kgabi Research Support Mr Thoriso Maseng Career Centre Dr Gerhard du Plessis Centre for Teaching and Learning Ms Liesel van Wyk Facilities Space Management Mr Des Ayob Protection Services Dr Hendri Coetzee Sustainability and Community Impact Mr Musa Zanempi Corporate Relations and Marketing	Chairperson leads the discussion.
SESSION 28 11:25-11:45 20min	Closed session	Panel	Capture observations, concerns and determine further lines of inquiry.

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS
SESSION 29 11:45-12:30 <i>45min</i>	Panel to interview External Stakeholders NWU Alumni and Library Vendors Sections C, E, F, and G (Via MS Teams	Panel with: NWU Alumni (busy with further studies) Mr Vhonani Neluvhalani (Law) Ms Inge Snyman (Law) Mr Hein Dorfling (Business Administration) Ms Khosi Sekoto (Business Administration) Dr Boela de Waal (Industrial Psychology) Mr Erik Mare (MBA) Mr Disebo Moremi (MBA) Vendors Mr Philip de Kock (Springer) Mr Shaun Besarab (Emerald) Ms Janice Rimbault (Wiley) Ms Jessica Porter (ProQuest) Mr John Sterley (Elsevier)	Chairperson leads the discussion.
SESSION 30 12:30-12:50 20min	Closed session	Panel	Capture observations, concerns and determine further lines of inquiry.
12:50-13:30 40min		Lunch	
SESSION 31 13:30-14:15 <i>45min</i>	Panel to interview Students Undergraduates Section C, E, F and H (Via MS Teams)	MahikengKhotso Molefi (Education)Tebogo Motaung (Education)Bonolo Disele (Education)IV Ndyumbu (Theology)PotchefstroomTiaan van Zyl (Theology)Gerhard Willemse (Theology)Siphesihle Shongwe (Law)NC Lekgwathi (Law)VanderbijlparkTshidi Seapi (Education)Lesego Marebane (Health Sciences)Andrea Kok (Education)DineoStamiri (Health Sciences)	Chairperson leads the discussion.
SESSION 32 14:15-14:30 <i>15min</i>	Closed	Panel	Capture observations, concerns and determine further lines of inquiry.
SESSION 33 14:30-15:15 <i>45min</i>	Panel to interview Students Honours Section C, E, F and H (<i>Via MS Teams</i>)	Panel with Mahikeng Louise Fullard (Education) TM Molefi (Natural Sciences) KD Motswatswe (Agricultural Sciences) Oabile Motaung (Natural Sciences) Potchefstroom Hetta van Deventer-Terblanche (Humanities) Marcelle Samons (LLB) Genevieve Van Niekerk (LLB) Miss M Engelbrecht (Theology) Mikal Barnes (Theology) Vanderbijlpark Jason Eveleigh (Education) Ms VM Matlhabane (Social Work) Mr LDA Shee (Humanities) Loraine Mafhungo (Health Sciences)	Chairperson leads the discussion.
SESSION 34 15:15-15:30 <i>15min</i>	Closed session	Panel	Capture observations, concerns and determine further lines of inquiry.
15:30-15:50		TEA	

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS
20min			
SESSION 35 15:50-16:35 <i>45min</i>	Panel to interview Students Postgrads (M/D) Section C, E, F and H (<i>Via MS Teams</i>)	Panel with:MahikengBarbara Ziyane (Humanities)Fezeka Mbangula (Health)Johannes Sithole (Education)Omphile Ditsele (Health)PotchefstroomBlessing Nyamusamba (LLM)Jeanette Visagie (LLD)Desiree Jacobs (Theology)Mariska Oosthuizen-van Tonder (PhD Nursing)Mr Benito Trollip (PhD Languages)VanderbijlparkAnna du Toit (M Psychology)Tumi Madimola (M Social Work)Dineo Matjokana (M Economics)Lorraine Rajagopaul (PhD Economics)	Chairperson leads the discussion
SESSION 36 16:35-16:50 15min	Closed Session	Panel	Capture observations, concerns and recommendations.
SESSION 37 16:50-17:35 <i>45min</i>	Panel to interview Academic staff (Lecturers) Section C, E, F and H (<i>Via MS Teams</i>)	Economic and Management Sciences Dr Ankit Kadrodia Dr Herman Smit Natural & Agricultural Sciences Prof David Kubayi Prof Henk Bouwman Theology Dr Hannelie Yates Dr Lekgetho Moretsi Humanities Prof Gerhard van Huyssteen Dr Ellen Materechera Law Prof Avitus Agbor Prof Henk Kloppers Engineering Prof Elvis Fosso-Kankeu Prof Kenny Uren Health Sciences Prof Vera Roos Prof Lesetja Legoabe Education Dr Dolly Dlavane Prof Shan Simmonds	Chairperson leads the discussion
SESSION 38 17:35-17:55 20min	Closed session	Panel	Capture observations, concerns and recommendations.
	Din	DAY 3 CONCLUDES ner at the NWU Sports Village at 18:30	

DAY 4: Friday 15 October 2021 Ferdinand Postma Library, Building E7, Room 111

TIME AND SESSION	PURPOSE OF SESSION	PARTICIPANTS	INSTRUCTIONS
SESSION 39 08:00-08:15 15min	Orientation session Panel being orientated to task at hand.	Panel	Chairperson leads the discussion.
SESSION 40 08:15-09:15 60min	Call back session	Panel with: (to be determined during the Peer Evaluation) If no call back, panel to start with preliminary report.	Chairperson leads the discussion.
SESSION 41 09:15-11:00 <i>105min</i>	Panel lists / captures / compiles / summarises per section: Commendations General Observations / Main findings / General remarks Concerns / General recommendations / Areas in need of improvement. (Indicate timelines) Draft two to three-page summary/preliminary report to be read during the next session.	Panel	Chairperson guides discussion and scribe document findings for inclusion in preliminary and final report. Compilation of preliminary report. Scribe assists Chairperson arranges comfort break if and when needed.
11:00-11:20			
20min		TEA	
20min SESSION 42 11:20-12:00 40min	The panel meets with the support department to officially thank them. Chairperson reads summary of the main findings to the support department. No opportunity is allowed for any questions or any debate. NWU Quality Enhancement thanks all panel members. (<i>LIS management staff via Via MS</i> <i>Teams</i>)	TEA Panel with: Dr Mathew Moyo & LISET team	Chairperson officially thanks LIS for the opportunity to do the Peer Evaluation. Chairperson also maps the process ahead.
SESSION 42 11:20-12:00	department to officially thank them. Chairperson reads summary of the main findings to the support department. No opportunity is allowed for any questions or any debate. NWU Quality Enhancement thanks all panel members. (<i>LIS management staff via Via MS</i>	Panel with:	thanks LIS for the opportunity to do the Peer Evaluation. Chairperson also maps
SESSION 42 11:20-12:00 40min 12:00-12:40	department to officially thank them. Chairperson reads summary of the main findings to the support department. No opportunity is allowed for any questions or any debate. NWU Quality Enhancement thanks all panel members. (<i>LIS management staff via Via MS Teams</i>)	Panel with: Dr Mathew Moyo & LISET team	thanks LIS for the opportunity to do the Peer Evaluation. Chairperson also maps

SELF-EVALUATION REPORT

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SELF-EVALUATION Report

Library and Information Service (LIS)

DVC: Teaching and Learning

Nov 2020

Quality Enhancement

Self-evaluation of Support Services: QUESTIONNAIRE

INTRODUCTION:

1. First, study the *Guide for Self-evaluation* (2.3.2.1.1), available on the intranet web page of the Quality office:

https://intranet.nwu.ac.za/opencms/export/intranet/html/af/in-im-qa/supportservices/support services.html

- 2. Involve all staff or relevant persons of all campuses in the performance of this task.
- 3. Accurate databases, analyses, correct interpretations and honest answers are essential for the efficient completion of the questionnaire.
- 4. Each <u>numeric rating</u> (a cross in the relevant block) must be followed by appropriate, relevant, complete <u>data/motivations</u> in the spaces provided for it.
- 5. After the questions in each section, space is provided for references to <u>evidence documents and/or links</u>, if applicable. (See annexure A in Guide)
- 6. At the end of each section, a <u>summarised rating</u> is also done.
- 7. When the self-evaluation questionnaire has been completed, a complete **Improvement plan** must also be compiled and submitted together with the questionnaire.

NAME of Support department:	Library and Information Service
Date:	26 August 2020

The questionnaire, which is compiled in accordance with certain HEQC criteria and the Baldrige Education Criteria for Performance Excellence, must be completed electronically on the template below, and every question must be evaluated by using the following scale:

Scale to be used for all ratings	Rating
Excellent/Commendation: The department's performance is <u>above the minimum standards/requirements</u> and there is evidence of very good practice, innovative ideas and effective service delivery.	4
Good – comply with minimum standards: <u>Minimum standards are maintained</u> . Problems/weaknesses, if any, are not of a serious nature and can be remedied in a short period.	3
Moderate – comply with minimum standards to some extent, but numerous improvements are necessary: There are <u>numerous problems/weaknesses</u> , of which some can be remedied in less than a year.	2
Poor – does not comply with minimum standards at all: Department's service delivery <u>does not comply</u> with the minimum standards at all. There are manyproblems/weaknesses which will take a year or longer to correct, if they can be corrected at all.	1
Not applicable: Question does not apply within the context of this department.	0

OVERVIEW AND BACKGROUND: In one paragraph, provide an overview and background on how this Self-

Evaluation was conducted.

The lockdown had a definite impact on the progress of the self-review process. The initial idea was to do the SE questionnaire during a 2-day session with all SE panel members around a table. Later it was decided to do the process online. Although this was not ideal, we had no other choice. The SE questionnaire was consolidated with the input as received from both Directors and Administration. They consulted with their different panel members and sections, so this was indeed a team effort. On 26 August, the panel had a Zoom meeting to discuss the tentative SE questionnaire. Mr TommyPietersen of the Quality Enhancement Office joined the group and provided valuable guidance. After this meeting, feedback was again consolidated and an improvement plan was developed. The final documents were shared with the panel members and their sections, approved by the Chief Director of LIS and the DVC for Teaching-Learning, Prof Balfour, before submission to the QE Office.

Quality Enhancement

Self-evaluation Questionnaire: Support departments 1 Feb 2020

SECTION A POLICIES, STRATEGIES, GOALS AND PLANNING

							•,•••	
Crite	Criteria						Summary of relevant strengths	Summary of difficulties that require attention
A1	This support department has a clear <u>strategy with</u> <u>certain goals</u> .	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	The LIS has a clear strategy with strategic objectives in place. During a strategic session in 2015 – attended by senior staff members from all sections of the three campus libraries – a mission, vision and strategic objectives were developed under the guidance of an experienced facilitator.	

LIS Strategy statement: To give effect to the University strategy by positioning the NWU Library and Information Service within the teaching-learning, research and public engagement functions of the University through the provision of access to world-class information resources and services.

LIS Vision: To be distinguished as a leading university library in Africa and beyond, known for commitment to partnership in student success, esteemed scholarship and research.

LIS Mission: The NWU Library and Information Service provides access to cutting-edge and relevant resources and services to fulfil the academic expectations of our user communities in a professional, creative and innovative manner.

STRATEGIC OBJECTIVES

Positioning the LIS within the University Provide exceptional user experience Technology and e-strategy Staff development Governance and Leadership Marketing and Advocacy

Visible on the library webpage

Also captured in the LIS Quality Manual

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SE	CTIONA POLICI	ES,	ST	RA	TEC	GIE	S, GOALS AND PLANNING	
Crite	Criteria						Summary of relevant strengths	Summary of difficulties that require attention
A2	The strategy and goals of the department are <u>aligned</u> with the <u>NWU's dream and purpose</u> .	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	The strategy and goals of the department are aligned with the NWU's dream and purpose: NWU Dream: To be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care. NWU Purpose: Excel in innovative teaching and learning and cutting-edge research, thereby benefitting society through knowledge.	More focus on positioning in Africa.
In a	alignment with the NWU's purp	ose d	of pro	oviding	g cu	tting-e	evative learning and teaching, as it has incorporated blended edge research, the library leads the <u>Open Science initiatives</u> ry has been able to publish a number of papers and suppor	s of the University such <u>RDM</u> , <u>Institutional Repositories</u> , rts research activities of the University.
A3	The department's plans are closely <u>linked with the</u> <u>Annual Performance Plan</u> (APP) of the NWU.	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	LIS DOP feeds into the goals of the DVC T&L. The LIS has an annual planning session in November when the LIS Annual Performance Plan for the next year is developed. All managers and senior staff participate in the strategy sessions. The LIS contributes to the NWU APP: <u>NWU 2021</u> <u>Annual Performance Plan</u> - point 4.4 with the LIS Goal: <i>Provide access to cutting-edge and relevant resources</i> <i>and services to fulfil academic expectations of its user</i> <i>communities in a professional, creative, and innovative</i> <i>manner.</i>	Time limitation Difficult to get senior staff from all campuses together for more than 2 days due to work pressure and commitments. Information must be cascaded to the lower levels of the staff structure. Limited time available for proper strategic planning.



SECTION A POLICIES, STRATEGIES	S, GOALS AND PLANNING	
Criteria	Summary of relevant strengths	Summary of difficulties that require attention
The LIS objectives in the NWU 2020 Annual Performar	nce Plan:	
4.4.1 Support academics with the design and development images, videos, animation and digital assets)	t of a well-organised and easy-to-navigate eFundi learning	environment and digital resources (rich content such as
4.4.2 Digitise pre-1980 theses and dissertation collections		
4.4.3 Organise exhibitions for information resources curren	ntly available in the libraries at the faculties, especially those	e with low usage statistics
4.4.4 Further improve the provision of cutting-edge resource	ces to end users	
4.4.5 Enhance Library and Information Services quality me	easures	
4.4.6 Establish and strengthen the role of the LIS as a pub	lishing partner and platform provider	
4.4.7 Position the LIS within the NWU as a unit that contrib	outes to high quality teaching-learning and research	
4.4.8 Build relationships and customer care		
4.4.9 Develop e-services for the benefit of Teaching, Learn	ning & Research	
4.4.10 Provide information literacy training.		
	The annual planning meeting enhances the execution of strategic goals (line managers and senior management are active in this planning exercise).	
A4 The <u>department's planning is</u> <u>guided and supported by the</u> <u>line managers and/or senior</u> <u>management</u> . UNOT	Sectional Goals are reworked and discussed after the Annual Planning session. Outcomes are incorporated into staff Performance Agreements.	
x		



APP Goals are approved and supported by Line Managers, Directors and Chief Director. All sect The LIS annual calendar, based on the NWU academic calendar, assists in planning for library ev	onal objectives are linked to the division and ultimately the LIS goals
The LIS annual calendar, based on the NWU academic calendar, assists in planning for library ev	onal objectives are linked to the division and, ultimately, the LIS goals.
	ents.
Sectional meetings take place on a monthly basis and minutes are provided.	
Monthly Library Management Committee meetings take place, minutes available on SHARE.	
The LIS DOP is presented at a SLiSC meeting for noting and positive comments are received from	n DVC: T&L on the completeness of the LIS planning activities.
LIS Annual Reports describe the results of our planning, and are published electronically (LIS we	opage) and in hard copy.
LIS Annual Reports of the past three years are available on the LIS webpage.	
SLiSC = Senate Library and Information Services Committee	
A5 The department <u>complies</u> with the <u>appropriate</u> <u>NWU</u> <u>policies</u> as well as internal <u>regulations or</u> <u>guidelines</u> that guide the activities of the department. x x v v v v v v v v v v v v v	guide the activities enforcement of the Library Code of Conduct (seeD12) Improved awareness of policies and procedures would improve better understanding, focusing on "staff on the ground".
Policies and guidelines are developed in line with <u>NWU Policy on the generation and approval of</u>	
When developing LIS policies or guidelines, the LIS begins by consulting with other NWU structu	es to comply with NWU policies, regulations and guidelines.
LIS guidelines are developed as operational tools, available on SHARE.	
The <u>Library and Information Services Policy</u> provides guidance on the use and management of L equitable distribution of LIS resources. The general objective of the LIS is to be an active partner	S resources and services, position the LIS as a unitary system and ensures in innovative teaching and learning, and cutting-edge research at the NWU.
The LIS Code of Conduct was developed to create an environment conducive to teaching, learning	ig and research.

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SECTION A POLICIES, STRATEG						SIE	S, GOALS AND PLANNING		
Crite	eria						Summary of relevant strengths	Summary of difficulties that require attention	
A6	The department regularly <u>benchmarks</u> with other universities and integrates <u>best</u> <u>practices</u> into its plans.	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	 The library has benchmarked with other universities such as WITS, CPUT and UJ in keeping up with trends and best practices. Action plans were developed with indication of best practices to be integrated, staff responsible and deadlines. Other universities like University of Fort Hare, UNISA and UP have conducted benchmarking visits to the NWU LIS to examine facilities (especially repurposing of spaces), shared services operations, and research support. The LIS also hosted LIS Directors from Midlands State University (Zimbabwe) and Great Zimbabwe University for different periods to give them the opportunity to observe and meet staff members in different sections. Constant and ongoing coaching and mentoring is offered to young and upcoming LIS Directors, e.g., from the University of Mpumalanga. Conferences and workshops hosted by the following societies were attended, where benchmarking could also be done: SANLIC SAOIM Sabinet Advisory Council CHELSA LIASA 	Lack of benchmarking against libraries in Africa. Limited budget to implement discoveries from benchmarking activities. The LIS needs to benchmark on the roles, responsibilities and P-level of Faculty Librarians – P9 vs P8. COVID-19 limited the implementation process of some identified best practices.	



Criteria	Summary of relevant strengths	Su	Immary of difficul	ties that require a	attention
Benchmarking feedback and action plan for 2020/2021 is av	ailable.				
News reports on benchmarking are available on the library b	olog. The LIS blog is used as powerful social m	edia tool to mark	et all LIS news, eve	ents and staff mat	iters.
In August 2019, the LIS undertook a benchmarking exercis was done with UP on Makerspaces and Robotics. Earlier in					benchmarkinę
While visiting other institutions, the LIS had the opportunity activities and other matters relevant to all staff and users. In					
Criterion A1					
NWU 2021 Annual Performance Plan					
LIS Quality Manual					
Criterion A5					
Library and Information Services Policy					
Criterion A5 NWU Policy on the generation and approval of rules, policie	as and presedures.				
Criterion A5	<u>as and procedures</u> .				
Library and Information Services Policy					
LIS Code of Conduct.					
Criterion A6					
Library blog					
SUMMARISED RATING FOR SECTION A:	Excellent	Good	Moderate	Poor	NA
SHOW THE NUMBER AT EACH RATING		3	2	1	0
Example: Excellent: 1; Good: 3; Moderate: 1; Poor: 2; Not ap	plicable (NA): 1		-		

SEC	TION B LEADER	SH	IP,	OR	GAN	NIS	ATIONAL STRUCTURE, MANAGEMEN	FAND FINANCE
Criteri	a						Summary of relevant strengths	Summary of difficulties that require attention
B1	The <u>management</u> of this department is handled by persons who have adequate <u>leadership</u> <u>qualities and managerial</u> <u>skills</u> .	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	 Management and senior staff have the appropriate level of qualification (and more) accompanied by relevant managerial and leadership skills. NWU management and leadership training courses are attended continuously. Library management provides guidance, mentorship and coaching to staff members. Staff members are motived to attend training, study and reach their full potential. 	 Better time management skills (heads of sections). Improve communication from top to bottom. Managers do not always communicate necessary information of LMC to staff in their sections. The prolonged absence (2 years) of a permanent Manager of Information Resources posed some difficulties. Senior Librarians (P8) rotate as acting manager in this position. This has resulted in: Lack of continuity and instability in decision-making. High workload on rotating acting managers.
Dr M		<u>ry.</u> 1	The L	IS CI	nief D		Le National Council for Library and Information Services (No or and other staff are actively involved in the LIS sector of S	
В2	The department has <u>sufficient resources on all</u> <u>campuses</u> to be effective in terms of its organisational structure.	_	X 3. Good	2. Moderate	1. Poor	0. Not applicable	Sufficient resources are available on all campuses to deliver effective services. The organisational structure is sufficiently resourced as indicated in the Quality Manual of the LIS. Staff have sufficient support regarding computers and network facilities. The LIS has its own bindery and skilled binders for binding and restoration of publications.	There are some difficulties with sections where managers are not on the same campus as their reporting staff.
Reso	ning is done in such a way that urces are equally provided to s rganisational structure, see <u>LIS</u>	taff o	on all	cam	puses	S.	budget is distributed evenly amongst the three NWU Can	npus Libraries.

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SEC	TION B LEADER	SH	IP,(OR	Gan	VIS	ATIONAL STRUCTURE, MANAGEMEN	T AND FINANCE
Criteri	a						Summary of relevant strengths	Summary of difficulties that require attention
В3	The department has <u>non-</u> <u>bureaucratic processes</u> and <u>clear role divisions</u> .	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	The department has non-bureaucratic processes and clear role divisions as indicated in the LIS Quality Manual.	The roles of the Assistant Accountant and Managers in terms of financial decision-making must be clarified. Dual reporting lines present confusion at times as staff members' duties are spread across a number of sections e.g. Finance, ERM & Periodicals and Acquisitions.
<u>LIS (</u>	Quality Manual (page 5)				<u> </u>			
Staff Task	members know what is expected	ed fro h sta	om th Iff me	nem.		•	ment with two follow-ups during the year	
B4	This support department contributes to the transformation goals of the university.	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	The LIS contributes to the transformation goals pertaining to student experience, access, success and quality by ensuring that students and academic staff have access to relevant and quality information to successfully reach their goals.	Alignment with the NWU Language Policy should be prioritised.
The	I LIS takes the lead from the NW	U Tra	ansfo	rmati	on a	nd E	quity Office.	
In ot	her transformation matters, the	LIS i	s gui	ded b	y NV	VU P	eople and Culture.	
The	_IS participates in organisationa	al tra	nsfori	matio	n prc	ojects	s and initiatives such as <u>Gender Awareness Week and Ra</u>	<u>ce Week.</u> which are held annually.
Appo	intments are made in line with	the <u></u>	<u>1WU</u>	Polic	<u>y on</u>	<u>Emp</u>	<u>loyment Equity</u> .	
Good	I progress has been made in th	e aliç	gnme	nt of	proce	esse	s and procedures for all campuses.	

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SEC	TION B LEADER	SH	IP,	OR	GAI	NIS	ATIONAL STRUCTURE, MANAGEMEN	FAND FINANCE
Criteria	3						Summary of relevant strengths	Summary of difficulties that require attention
							The culture of the library is one of inclusion. There is fair representation of diversity within the department.	Perceptions along racial lines are sometimes difficult to manage. Diversity sensitivity training is needed.
							Diversity and the rights of people are embraced in service delivery and resources provision as well as	Sections should comprise of diverse teams and respect for one another should be fundamental.
	This support department					ole	participating in special projects. The library celebrates various cultures annually during	Respect of rights should be enhanced across campuses regardless of colour or race.
B5	respects the <u>diversity</u> <u>and</u> <u>rights of people</u> .	Excellent	po	Moderate	r	applicable	Africa Day and Heritage Day. Events are planned in commemoration of diverse cultures. This year the library hosted the first Black History Month event.	Staff members should have the right to their own opinions and be treated fairly within the NWU framework.
		4. Exc	3. Good	2. Mo	1. Poor	0. Not	The unit is complying with diversity (LGBTIQ) community by providing suitable restrooms. The LIS has facilities which accommodate all users regardless	More liaison with the DRU's on the different campuses is needed.
			X				of their abilities.	
	= Disability Rights Unit. IQ = Lesbian, Gay, Bisexual, 1	Frans	gend	er, lı	nterse	ex ar		
							The department stays in the budget that is allocated to them, that includes responsible planning and funding according to the allocated budget. The LIS has the opportunity to influence / motivate the budget according	There is a lack of clarity in terms of the financial management processes and procedures. Staff members are often not aware of the processes to follow where financial needs are concerned.
	Effective financial					cable	to specific targets. Together with the Chief Director LIS and the Assistant Accountant, all Directors on the different campuses are involved in the budget process.	There is a gap in the financial communication from Managers.
B6	<u>management</u> , including responsible planning, budget and funding, take	Excellent	Good	Moderate	Poor	Not applicable	LIS has the presence of an Assistant Accountant in the Library who sits on the LMC meetings.	Reporting on finance should be a standing point on the agenda of sectional meetings.
	place in the department.	4. E)	ю М	2. M	1. P.	Ň O	All staff members have the opportunity to annually apply through the Skills Development Funds for training, workshops etc.	
							The annual budget review process is in place.	
			X				The Chief Director and the Assistant Accountant have monthly financial meetings.	

Quality Enhancement Self-evaluation Questionnaire: Support departments

SECTION B LEADERSHIP, ORGANISATIONAL STRUCTURE, MANAGEMENT AND FINANCE Criteria Summary of relevant strengths Summary of difficulties that require attention As a department, the LIS adheres to NWU Financial Policy. All budget plans are submitted and discussed annually before July. Once a year, the Assistant Accountant compiles the budget after input from all managers and directors of the various departments, in accordance with the budget guideline provided by the financial department. Then a meeting with the Senior management take place. A meeting with the DVC T&L then follows, changes are made on recommendation of the DVC-T&L. Changes, if any, are communicated to Senior management before submitting the budget take place. The Information Resources budget is reviewed at the beginning of the financial year, in the framework of the approved budget, to determine the obligations of the renewal of the subscriptions for the following year payable at November to December, to avoid overspending of the budget. Annual budget allocation is stable with good management. applicable The LIS meets its financial obligations each year. Moderate Excellent 3rd stream income generated from the bindery, study The department is B7 material (referencing guide) and study carrels are Good financially stable. Poor Not used for payment of staff LIASA membership and marketing activities. 4 N ÷ ö сi сi Х All financial obligations are met. Central Finances has a buffer fund to make provision for exchange rate fluctuations. It was not yet necessary to make use that. The expenses to earn an income, is covered by SOF3 and expenses such as entertainment - annual planning function, staff membership fees, corporate clothing, LibQual,

marketing and outreach projects. All other operational cost, capital expenses, and salaries are covered by SOF1. The Assistant Accountant has monthly meetings with the Chief Director: LIS to report on the expenses from the previous month and on the year to date budget. Reporting of

deviations is done at the LMC. Monthly expenditure report of the Information Resources budget is delivered to the Director: Shared Services and the LMC as well.

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Criteri	a						Summary of relevant strengths	Summary of difficulties that require attention
							Management is equipped with skills and understands the goals set and support staff in performing their duties on time.	
							Guidelines are in place to ensure that the procuring of resources are cost-effective:	
							- alignment of statistics	
	Measures are in place to ensure that the department in general offers its services in a <u>cost-effective</u> manner.					applicable	- annual evaluation of resources	
							- subscription list with usage sent to faculty each year	
		ent		erate			- a formula is used to determine the pricing of books	
B8		Excellent	Good	Mode	Poor	Not ap	The Accountant and managers of the LIS ensure that the services of the library are cost-effective.	
		4	Э	6	4	ö	Prices of services are checked and Invoices are always required, before payment is done.	
		x					Official & private phone calls are monitored by managers to insure money and time is not wasted – staff rather make use of e-mail or SMS.	
							Visits to other campuses are limited or staff uses the same transport to limit costs. Video conference / meetings / webinars are preferred, instead of traveling.	

Expenditure is made in line with the <u>Schedule of Financial Authorization Levels</u> as approved by Council 28/07/2020.

All transactions are to be accompanied by three quotes and/or a tender to ensure best value for money.

The purchasing of printed books prices is checked according to <u>Nielson data-online price guide.</u>

The <u>General Financial Guidelines</u> and the <u>Guidelines for Subsistence and Traveling</u> are followed under all circumstances.

Criteria	Summary of relevants	trengths	Su	ummary of difficult	ies that require a	ttention
Criterion B2 and B3 LIS Quality Manual	·					
Criterion B4						
NWU Policy on Employment Equity.						
NWU Financial Policy. Criterion B8 Schedule of Financial Authorization Levels Nielson data-online price guide. General Financial Guidelines and the Guidelin	es for Subsistence and Traveling					
SUMMARISED RATING FOR SECTION B:		Excellent	Good	Moderate	Poor	NA
SHOW THE NUMBER AT EACH RATING Example: Excellent: 1; Good: 3; Moderate: 2; Po	oor: 1: Not applicable (NA): 1:	4	3	2	1	0
(Total of 8 ratings).		3	5			

SECTION C SERVICE DELIVERY, PROCESSES AND PROCEDURES

С	Criteria						Summary of relevant strengths	Summary of difficulties that require attention
C1	Clear <u>processes and/or</u> <u>procedures</u> exist for the implementation, development, approval and provision of quality services/products (internally or externally), according to the department's goals.	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	 LIS processes of the following sections are in place and recorded in the LIS Quality Manual: Loan Services Information Services Information Resources Library Systems Administration Bindery Outreach, Projects and Quality 	Staff not always sure which template to use for official documentation. Clear understanding of procedures is necessary.

Quality Enhancement Self-evaluation Questionnaire: Support departments Nov 2020

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SE	CTIONC SERVICE	E DE	ELIN	VE F	RY,	PR	OCESSES AND PROCEDURES	
Cri	teria						Summary of relevant strengths	Summary of difficulties that require attention
LIS The LIS exp Info	Service Level Agreement aims ectations and responsibilities of rmation Resources Procedure M	idelin to e both anua	<u>es</u> gi establ partie <u>I</u> serv	ive gi lish a es in ves a	uideli a mu the re is a w	nes t tual endei vorkir	for the acquisition of resources (print and electronic) to sup understanding and to facilitate a two-way communication ring of services.	n between the service provider and the LIS, about the mation Resources to ensure consistency as far as possible
C2	Processes and procedures are <u>well designed</u> , <u>managed</u> <u>and</u> <u>regularly reviewed</u> .	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	The alignment after restructuring played a role. Updates are recommended by line managers in consultation with senior staff, and included in the annual update of the Quality Manual.	Staff need to be more informed by means of regular communication, workshops and meetings. Staff must be encouraged to provide feedback on processes and procedures.
	cesses and procedures are revie Quality Manual	wed	annu	ally a	as sy	vsterr	is and workflows are updated.	
СЗ	If applicable, this department complies with the requirements and/or <u>specific</u> <u>standards</u> of relevant statutory and/or professional bodies (e.g. for psychologists, health	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	The library does conform to the guidelines/standards of CHELSA and LIASA. The LIS has, IATUL, AFLIA and IFLA membership. Professional staff are members of LIASA, the professional body for the Library and Information Services sector. LIASA membership is a requirement when applying for professional positions in the LIS sector.	

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	practitioners, counsellors, electricians, engineers etc.).	x					LIS staff were part of the task team contributing to the CHELSA document on Standards for academic libraries in South Africa.	
SEC	CTIONC SERVICE	E DE	ELIV	VEF	RY,	PR	OCESSES AND PROCEDURES	
Cri	iteria						Summary of relevant strengths	Summary of difficulties that require attention
The The CHI LIA AFL		dards for L ucatio sociation <i>A</i> brary	fram IASA on Lil tion c Assoc Ass	newor merri brarie of Sou ciation ociati	k: <u>h</u> hbers s of uth A ns ar	hip f Sout frica d Ins	h Africa stitutions	
C4	The department has <u>close</u> relations/partnerships with departments and role players on other sites of delivery and all processes over different sites are aligned. <u>Mutual cooperation</u> agreements between sister departments are in place where necessary.	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	LIS has good relationships with their clients. Managers and Directorate take care that procedures are aligned over the three campuses. The LIS has a sound relationship with internal stakeholders such as the Finance Office, People and Culture, the Research Office, IT, CTL, Research Centres and Academic Literacy. Positions are aligned in terms of peromnes levels and job specifications. Regular sectional meetings are held to improve services and cooperation. The deployment of an IT AOS Business Analyst in Library Systems, The deployment of an Assistant Accountant in the LIS.	Responsibilities to be clearly defined for same roles on different campuses Implementation of alignment is in some cases still in development stage and should be monitored, i.e., compliance with procedure manual and identify changes to be made during review time.

Quality Enhancement Self-evaluation Questionnaire: Support departments Nov 2020

Criteria Summary of relevant strengths Summary of difficulties that require attention												
Liaison with other academic libraries by providing letters of introduction to our own postgraduate students, and also receive students from other institutions via the same agreement.												
The deployment of an Assistant Accountant in the LIS provides a sense of ownership on the side of the Accountant; it creates trust on the side of the library staff and promotes good cooperation. A dedicated financial staff member also can contribute to better turnaround time of financial matters.												
The position of Business Analyst was originally part of the LIS structure. During the 2017-2018 restructuring, the position moved to NWU IT AOS. The Business Analyst was deployed to report for duty in the Library. The Business Analyst has an office in the Library with dual reporting directly to the LIS Manager: Library Systems on an operational level and to the Director: IT AOS on a functional level. This position is responsible for Library automated office solutions (systems and IT) in the Library. The Business Analyst acts as the link between University IT structures and LIS Library Systems and represents/advocates LIS business and technology strategy and objectives in University IT structures.												
IT AOS = IT Academic and Office Solutions												
Criterion C1 LIS Collection Development Guidelines LIS Service Level Agreement												
Criterion C3: The <u>CHELSA Academic library standards framework</u>												
The <u>CHELSA Academic library standards framework</u>												
· · · ·	Excellent	Good	Moderate	Poor	NA							
SUMMARISED RATING FOR SECTION C: SHOW THE NUMBER UNDER EACH RATING Example: Excellent: 1; Good: 3; Moderate: 1; Poor 1; Not applicable	4	Good 3	Moderate 2	Poor 1	<u>NA</u> 0							

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D2 There are sufficient staff members available for the delivery of general and specialised services. are trained and skilled to perform duties in their dedicated arears. not filled timeously. The process of filling vacance tedious. P&C is sometimes slow to make offer successful candidates. D2 There are sufficient staff members available for the delivery of general and specialised services. are trained and skilled to perform duties in their dedicated arears. not filled timeously. The process of filling vacance tedious. P&C is sometimes slow to make offer office hours and to enable the library to be open for extended hours during exam times. Some sections are short staffed, as adverted positions are not filled. D2 There are sufficient staff are trained and skilled to perform duties in their dedicated arears. Difficulty to attract staff in professional positions are not filled. D2 There are sufficient staff are trained and skilled to perform duties in their office hours and to enable the library to be open for extended hours during exam times. Difficulty to attract staff in professional positions other urban universities due to budget constraints competitive post levels. D2 are trained and specialised services. are trained and skilled to perform duties in their positions in Information Second to the universities due to more attractive packages.	 ria						Summary of relevant strengths.	Summary of difficulties that require attention.
D2 There are sufficient staff members available for the delivery of general and specialised services. Most sections on all campuses have sufficient staff who are trained and skilled to perform duties in their dedicated arears. Some vacant posts in the organisational structure not filled timeously. The process of filling vacance tedious. P&C is sometimes slow to make offer successful candidates. D2 There are sufficient staff Reliance on Student Assistants to render service after office hours and to enable the library to be open for extended hours during exam times. Some sections are short staffed, as adver positions are not filled. D2 There are sufficient staff Image: section of the delivery of general and specialised services. Image: section of the sec	on the guidelines in the Annual Performance Plan (APP) of the NWU, is applied in this department, and the staff profile compares well with the envisaged targets.	X 4	з.	2.	1. P	0. Not	as indicated in the APP. The selection process promotes equal opportunity, fair treatment, employment equity.	Staff profiles per campus do not compare well.
Image: Sector Certain positions in information Sector Certain position Certain position Certain position Certain positing sector Certain position Certain position Certain posi			arge	<u>15</u> 15	availa		Most sections on all campuses have sufficient staff who are trained and skilled to perform duties in their dedicated arears.	Some vacant posts in the organisational structure are not filled timeously. The process of filling vacancies is tedious. P&C is sometimes slow to make offers to

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The prolonged absence (2 years) of a permanent Manager: Information Resources posed some difficulties. Library Systems has a specialist position that has been vacant for 18 months – Librarian: Scholarly Communication. Offers were made for the two positions at some point, but neither candidate accepted, leading to re-advertisements. The same applies to the Librarian: Research Support position, which has been vacant for more than a year. There were issues with the number of suitable applicants and interviewees at some point, and then COVID-19 happened and mitigating measures were implemented.

The position of Librarian: Cataloguing has now been vacant for a year.

Professional support (P9) has been requested for the Theology Library for the past 6 years.

Requests for a half-day to full-day Law Librarian at PC since restructuring in 2017 have not been successful.

For organisational structure, see LIS Quality Manual (page 5)

Positions not filled are due to a moratorium on the filling of positions, with minor exceptions. Filling of positions has resumed at 75% of available budget on LIS vacancies (COVID-19)

As the NWU does not have an academic LIS Department, LIS staff have the opportunity to do their professional studies via UNISA (the NWU pays for the studies).	D3	All staff (full-time, part-time and contract staff) are sufficiently <u>qualified/trained</u> for their work.	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	Staff members appointed meet the required qualifications. All staff members are sufficiently trained for their work. A number of staff members are busy with postgraduate studies. Skills Development Funds are available for training and development opportunities. Staff busy with LIS studies via UNISA usually experience Cataloguing as a challenge. The cataloguing staff support where necessary, but struggling to cope with the workload and can only assist after hours. This is done on Saturdays without any compensation.	o assist other staff	
For any developmental needs, staff have the opportunity to apply for Skills Development Funds at the NWU Staff Learning and Development Office. Training needs are addressed according to the <u>NWU Staff Learning and Development Policy</u> .		For any developmental needs, staff have the opportunity to apply for Skills Development Funds at the NWU Staff Learning and Development Office.								

The nee <u>Lib(</u>	ds and implementing some of the	of whi e find	ich p lings.	apers	s hav	e be	The LibQual is one of the strategies for adhering to Total Quality Management (TQM) principles. The library supports each staff member's pursuit of quality. The library seeks to discover what users need and then adapt services to meet those needs. After LibQUAL and benchmarking exercises, action plans were developed with indication of responsible staff, actions to be taken and deadlines. The action plans are communicated to staff. ercises available. en published on library spaces and librarians as facilitators of Research Libraries that helps libraries assess and impo	, , , , , , , , , , , , , , , , , , ,		
D5	D5 Where necessary, staff t t org org									
Sta tasl The Libr Trai Nev	ks. IT department offers training in t	burag the us Libra dors,	ed to se of ary IT if no	o atte tech cechece	end ti nolog erts 1 d.	rainir gy an to us	g opportunities and workshops. Managers ensure that sta d advanced technology. e technology and advanced equipment, as the need arises			

D6	<u>Staff development is</u> <u>applied</u> in this support department and staff members attend training sessions in order to develop their knowledge and skills.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	Skills training are integrated in Personal Development Plans of staff members.	Although staff are provided with development opportunities, personnel sometimes lack the confidence and commitment to make use of the opportunity. Time constraint for staff to attend training - especially at branches due to lack of stand-in staff. LIS Staff Development Guidelines should be updated
			X					and distributed amongst staff.

Skills training are integrated in Personal Development Plans of staff and guided by the <u>NWU Staff Learning and Development Policy</u>.

The library allocates funds and time off for staff training and development.

Staff members are encouraged to attend training sessions in order to develop library-oriented knowledge and skills.

The Skills Development Office annually sends out the list of training interventions.

LIS staff has the opportunity to study Information Science via UNISA, as the NWU does not offer the course. The NWU funds the studies.

Staff may utilise the Skills Development Fund for any developmental needs.

Staff development is one of the goals of the LIS.

Some staff are unhappy about the fact that they have to present a paper in order to attend a conference. This is true for expensive conferences where air tickets apply, but not for nearby conferences.

D7	An <u>orientation programme</u> for new and temporary staff prepares them for their role in this support department.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	NWU New Employee Orientation: The university's orientation programme for new employees is conducted several times per year. Attendance is compulsory for all newly appointed full-time and part-time employees.
		x					

Orientation takes place in the department according to the <u>New Employee Induction checklist</u>. Training is done by current staff, as required. Close monitoring takes place during the probation period.

Managers spend a lot of time on orientation. New employees are made aware of the LIS Quality Manual, the LIS APP and the previous LIS Annual Report.
Staff members are satisfied with and assume <u>ownership</u> <u>and responsibility</u> for their respective task agreements.	do 4. Excellent	ووور بی Tofiles		1. Poor	0. Not applicable	The task agreements are compiled according to staff job profiles. They are discussed and agreed to. The staff members take ownership and responsibility thereof. Best training is on-the-job / in-service training Without any requests from management, most professional staff frequently work overtime to handle workload. Task agreements are guided by the LIS DOP.	The heavy workload experienced by some professional staff (faculty librarians), tends to inhibit acceptance of other responsibilities. Skills sharing at work should be encouraged, to ensure continuity while employees are on leave.
In order to <u>acknowledge</u> <u>performance</u> , the indicators are clear and staff members' work are continuously and satisfactorily monitored and reviewed according to certain criteria.	Excellent	Good	Moderate	Poor	Not applicable	The performance agreement documents are clear, and staff members are aware of and understand performance indicators. The performance agreement contract is continuously monitored throughout the year. Staff members are continuously monitored according to certain criteria (task agreements, statistics, projects, willingness to work extra, etc.) Formal assessments are done twice per year. The performance management strategy and timetable are followed to ensure that indicators are clear. Performance assessment training for line managers is conducted to ensure consistent evaluation across all	There are discrepancies in performance agreement documents between campuses. Assessments are problematic due to the staff ratio, size of sections on different campuses, and inequality of workload.

D10	<u>Disciplinary measures</u> are applied where and when necessary.	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	Disciplinary measures are effectively executed in the department as and when necessary.	Some staff feel that disciplinary measures exist, but are not applied.			
	Actions are guided by the NWU Behavioural Manual.										
	P&C provides training to line managers in its implementation. Line managers consult with P&C and Employee Relations if behavioural or disciplinary issues arise.										
LINE			ipioye		alio	15 11					
							The work environment is generally a happy one. Managers have an open door policy and try to create an enabling atmosphere for staff members to share their	Prolonged vacancies in some sections lead to heavy workloads, which creates a stressful and frustrating work situation (see D2).			
						able	concerns.	Interdepartmental relationships could be improved.			
D11	Staff members are <u>happy</u> in their work environment.	Excellent	po	Moderate	r	applicable		Salary and peromnes levels are a concern, especially in comparison with other SA academic libraries.			
		4. Exc	3. Good	2. Mod	1. Poor	0. Not		Annual compa-ratio adjustments offered to address remuneration/post-level discrepancies are limited and			
			x					not available every year.			
L											

D12	environment.	4. Excellent	9000 S fication	2. Moderate	1. Poor	0. Not applicable	Staff members feel safe in their work environment. Security personnel are always present atthe entrances. Safety measures and processes are in place and implemented. OHS representatives take rounds on regular basis. Occupational Health and Safety Committee functions well. Monthly reports are compiled and quarterly meetings are held.	The ventilation of the library building at Vanderbijlpark must be addressed. There are no windows for fresh air and staff have to rely on air-conditioning. Branch library staff feel isolated and exposed during holidays – user access to libraries with very few people in the building poses a risk. Line managers should re- deploy them – this is why advertised positions should not be tied to branches but to LIS in order to allow for flexibility
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If applicable, provide links and refer to evidence documents:
Criterion D1:
NWU Employment Equity Policy
NWU Recruitment and Selection Policy
Criterion D6:
NWU Staff Learning and Development Policy
Criterion D7:
New employee induction checklist
Criterion D9:
NWU Performance Management Policy
Criterion D10:
NWU Employee Relations Policy
NWU Behavioural Manual.
Criteria D11 & D12:
NWU Employee Wellness Policy

SUMMARISED RATING FOR SECTION D:	Excellent	Good	Moderate	Poor	NA
SHOW THE NUMBER UNDER EACH RATING Example: Excellent: 1; Good: 3; Moderate: 2; Poor: 1; Not applicable (NA): 1;	4	3	2	1	0
(Total of 8 ratings).	4	8			

SECTIONE	ADMINISTRATION AND INFRASTRUCTURE							
Criteria		Summary of relevant strengths	Summary of difficulties that require attention					

E1	The <u>administrative database</u> (electronic and hard copies) is effectively operated and maintained in accordance with the NWU record management policy and guidelines.	4. Excellent	X 3. Good	2. Moderate	1. Poor	0. Not applicable	LIS documentation is managed according to the NWU Records Management Policy.	This area requires improvement. The Records Management Office is in process of developing new file plans for all support departments. Staff members on all campuses should be made more aware of the use of SHARE.			
NWU Records Management Policy Managers received training in the use of NWU templates to ensure that all official documentation complies with Corporate Identity (CID) Guidelines and Records Management (RM) Guidelines. All LIS official documentation is saved on SHARE according to the <u>NWU File Plan</u> The Records Management Office is updating the LIS file plan. The number currently in use is 2.13.1.											
E2	There are sufficient administrative staff members to handle all the tasks.	4. Excellent	3. Good	× 2. Moderate	1. Poor	0. Not applicable	Administrative officers on the campuses perform administrative tasks as required.	 Staff members are spread thin between tasks and responsibilities. There is a shortage in this area, as some campuses only have one senior administrative officer with no assistance. Hence, the relevant services are not rendered when the officer is not in the office. Staff must be trained to assist in the absence of a senior. All three campus libraries require a back-up plan for all administrative tasks. Staff must attend training for tasks they do not perform frequently, especially on Kuali Financial System. 			
SEC ⁻	TION E ADMINIST	RA	TIC)N A) IN	FRASTRUCTURE				
Criteria	1						Summary of relevant strengths	Summary of difficulties that require attention			
	ninistrative staff assumes somet s a back-up plan for other admini					•	ecialisation area. ry services and financial tasks (managing cash), but not on	all campuses.			

E3	Administrative staff has sufficient <u>equipment and</u> <u>infrastructure</u> e.g. desk, telephone and computer access etc. to perform all the tasks.	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	Administrative officers have fully equipped offices and workstations. NWU Finance provides sufficient budget (as per annual requirement) for new staff computers, replacement computers, and student replacement computers.				
	Staff are sufficiently supplied with equipment (as mentioned in the statement) to perform their duties in all three Campus Libraries. The LIS Information Systems section follows the guidelines of NWU IT Services regarding replacement of equipment: <u>Re-use and retirement of workstations</u>										
E4	Administrative staff have the necessary knowledge of and access to <u>NWU databases</u> .	X 4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	NWU databases are user friendly and staff have the knowledge required to navigate them.				
Staff v	Staff who work on NWU databases like SHARE, KFS and VSS are sufficiently trained to access and work on these databases.										

SEC	TIONE ADMINIST	RA	TIC		ANE) IN	IFRASTRUCTURE	
Criteri	ia						Summary of relevant strengths	Summary of difficulties that require attention
E5	Administrative staff provide a good administrative <u>service</u> to all the groups of clients.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	All clients are provided with a good administrative service.	There is no formal administrative service evaluation such as a questionnaire to enable us to evaluate their service.
This i	is known via informal discussions	and	ema	il fee	dbac	k fro	m users and line managers, as well as mid-year and annua	l performance reviews.
E6	This department has sufficient software and hardware to obtain the necessary <u>information</u> and <u>communication</u> .	X 4. Excellent	ઌં	2. Moderate	1. Poor	0. Not applicable	The LIS has access to the necessary software and hardware as needed to function optimally: Library blog Social media platforms) Facebook, Twitter, WhatsApp) GroupWise LibChat LibAnswers LibGuides SIERRA 	
needs.				-			by b	
•	A is used as integrated library sy				5 LIO	anu		a have access to Gloupwise.
The <u>lib</u> and ac	prary blog is used as tool to comm chievements.	nunica	ate t				ivities, but also to communicate to all LIS staff the latest sta	
	website, or other webpages, which						ective communication tool with users. This allows Faculty L shat with library staff.	ibrarians to embed chat widgets into their <u>LibGuides,</u> the
<u>Social</u>	media platforms such as Facebo	ok, T	witte	r. RS	3S fee	eds :	and WhatsApp are used to communicate with users.	

SECTION E ADMINISTRATION AND INFRASTRUCTURE

Criteria	a						Summary of relevant strengths	Summary of difficulties that require attention		
The I The I an He In the and u	A maintenance and replacement plan is available for the maintenance and continuous upgrading of the infrastructure/equipment. The LIS follows the guidelines of NWU IT regarding equipment replacement, an asset register assists with the identification of replacement of staff laptops and continuous upgrading of the infrastructure/equipment. Daily maintenance – action after reporting sometimes takes too long (MC). E7 The LIS is grateful for the support by the Facilities Department works according to a maintenance plan for buildings, but the LIS has the opportunity to motivate new projects. Maintenance and continuous upgrading of LIS buildings are done on an ongoing basis. Daily maintenance – action after reporting sometimes takes too long (MC). The LIS is grateful for the support by the Facilities Department in the upgrading and repurposing of library spaces to stay relevant and keep up with changing user needs: The library building on Potchefstroom Campus went through a period of repurposing of spaces and extensive refurbishment between 2012 and 2016, with the establishment of an Honours and Research Commons on the third floor, and Learning Commons for undergraduates on the ground floor. The rest of the library received an overall facelift. In the library building on Mafikeng Campus, a Research and Honours Commons was established in 2017, and a major project to establish a Learning Commons, Law Library, and upgrade the 24hr study area has just been completed. The NWU Council approved the upgrade and extension of the Education Library (Potchefstroom) to attend to the needs of the growing number of Education students. The planning for the project has already been completed and construction will start in 2021.									
	on LIS infrastructure projects is									
The LIS	Information Systems section fo	llows	the	guide	elines	of N	IWU IT Services regarding Re-use and retirement of works	tations.		
E8	The number of <u>offices and/or</u> <u>service venues</u> is sufficient.	4. Excellent	X 3. Good		1. Poor	0. Not applicable	Especially after the refurbishment of the libraries, most professional staff have their own offices and work in a space conducive for professional interaction.	Not all Senior Librarians have their own office space. Space is limited in some sections like the Cataloguing Section and Information Systems, where most staff share open office space.		
All th	ree libraries have service venues	that	are a	availa	ble f	or sta	aff meetings. These venues can also be booked by user gro	ups. <u>Room bookings</u> can be done on the library webpage.		

SECTION E ADMINISTRATION AND INFRASTRUCTURE											
Criteria S	summary of relevant strengths		Sumn	Summary of difficulties that require attention							
If applicable, provide links and refer to evidence documents	S:										
Criterion E1:											
NWU Records Management Policy											
Criteria E3 and E7 IT guidelines re-use and retirement of workstations.											
Criterion E7											
News on LIS infrastructure projects is communicated on the libr	ary blog and <u>library webpage.</u>										
SUMMARISED RATING FOR SECTION E:		Excellent	Good	Moderate	Poor	NA					
SHOW THE NUMBER UNDER EACH RATING Example: Excellent: 1; Good: 3; Moderate: 2; Poor: 1; Not applica	able (NA): 1:	4	3	2	1	0					
(Total of 8 ratings).		4	3	1							

SECTION F CLIENT LIAISON AND SUPPORT

Cuite ui	-							Commence of difficulties that we write attain the
Criteri	a					I	Summary of relevant strengths.	Summary of difficulties that require attention.
						0. Not applicable	The library is client-centred and continuously makes improvements to meet the needs of clients (NWU students and staff members). Our mission statement attests to this: <i>to provide</i> <i>access to cutting-edge and relevant resources and</i> <i>services to fulfil academic expectations of our user</i> <i>communities in a professional, creative and</i> <i>innovative manner.</i> Services are rendered to external members and alumni as set out in the document: <u>Services according to user categories</u> (available on the NWU intranet)	Surveys to identify user needs and expectations other than the ones already catered for may be investigated. (see F6) Handling of comments and suggestions needs alignment.
Excelle	ent positive feedback from our clie	ents a	and o	other	NWL	J dep	partments as received via email and Faculty meetings.	
Comm	<u>ents on or suggestions</u> for service	es ar	e rec	eiveo	l and	han	dled by the relevant line manager on a daily basis.	
	ated and repurposed library spac rent learning and research needs		dd val	lue to	o cust	tome	r service and customer experience. Dedicated spaces for	undergraduates and postgraduates are available according
Printed	and online resources are acquir	ed in	conj	uncti	on wi	ith fa	culty staff for purposes of teaching, learning and research.	
F2	The <u>core business of the</u> <u>NWU</u> (academia, research and community engagement) enjoys priority in terms of the service delivery to clients.	X 4. Excellent	3. Good	2. Moderate	1. Poor	Z	The library prioritises the core business of the institution by ensuring that there are adequate resources, dedicated and differentiated workspaces, and relevant services for the different user groups. The LIS provides an intercampus resource sharing service which allows its users access to material available in al campus libraries.	

Community engagement projects are conducted and prioritised on the library's annual calendar. The projects are undertaken in consultation with the NWU Community Engagement Office.

The Faculty librarians have a good relationship with the academia and researchers. As embedded librarians, they are integrated information experts who offer research assistance to faculties, provide training and attend faculty meetings.

Although general campus libraries like the Ferdinand Postma Library (Potchefstroom Campus), Mahikeng and Vanderbijlpark Libraries exist, students and staff have access to faculty-specific libraries that offer greater specialisation in their research areas like the branch libraries for Education, Natural Sciences, Theology and Music.

The library webpage provides more detail about the different campus libraries and spaces.

							The library Webpage and e-resources are accessible via mobile devices.
							The library has information brochures, designed according to the NWU Corporate Identity Manual that detail the services for the main user groups:
F3	The department's information material (brochures, webpages etc.) is accessible and easily obtainable (electronic and	ıt		e		licable	 Undergraduate survival guide Postgraduate support - indicating library support throughout the research process Academic staff guide
	hard copies).	cellent	Good	oderat	oor	ot appli	The brochures are available online and in print form, and are annually updated.
		4. Exc	З. С	2. M	1. Pe	0. N	YouTube videos are available to make the undergraduates and postgraduates aware of library
		x					support, spaces and services. All library services are linked on the Library

The Virtual Online Library is available to all Library users showcasing the following information material, designed according to the NWU Brand Policy and NWU Corporate Identity Manual.

According to the <u>NWU Language Policy</u>, English is used for information material. If it were to be translated, it would have to be translated into the other three official languages.

Undergraduate survival guide

Postgraduate support guide

Academic staff guide

<u>NWU Libraries: Welcome first years!</u> – virtual tour of the three campus library spaces, focusing on the services and support for first years and undergraduates.

<u>NWU Libraries: virtual tour of spaces, focusing on research support to postgraduates.</u>

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Planning for LibQUAL was in place for 2020, but the Mafikeng Library was undergoing major construction at the time. Hence, it was decided not to proceed and only do it when all infrastructure projects had been completed.

Users can make <u>comments or suggestions</u> (see F1) or <u>LibChat</u> via the library webpage. There are also comment boxes at the Loan Service Counters of each campus library.

If applicable, provide links and refer to evidence documents: Criteria F2:

NWU Research and Innovation Policy NWU Community Engagement Policy

Criteria F5: NWU Language Policy

NWU Corporate Identity Manual.

NWU Brand Policy

SUMMARISED RATING FOR SECTION F:	Excellent	Good	Moderate	Poor	NA
SHOW THE NUMBER UNDER EACH RATING Example: Excellent: 1; Good: 3; Moderate: 2; Poor: 1; Not applicable (NA): 1;	4	3	2	1	0
(Total of 8 ratings).	5		1		

SECTION G MARKETING AND COMMUNITY ENGAGEMENT

Criteria						Summary of relevant strengths.	Summary of difficulties that require attention.
G1	Processes exist to effectively market the services of the department.			2. Moderate		 The LIS is promoted in the following ways: Annual LIS calendars that display the academic calendar as well as library events, are distributed over all three campuses are popular and powerful marketing tools. The LIS is active and visible during the Registration and Orientation Programme of first-year students Library Week, Mandela Day, Open Access Week, Campus Open Days and International Literacy Day. The library blog and Facebook page are effective social media platforms used to make LIS staff and users aware of staff matters and news about LIS events. Brochures (electronic and printed) are available for the three main user groups: Undergraduates Postgraduates and researchers Academic staff. Subject LibGuides that detail the services and sources according to subject. 	There is no fixed marketing team to plan marketing events. Currently, staff rotate and are applied according to their strengths. Benchmark with other libraries to ascertain the composition of their marketing teams.

All staff related matters and LIS events are reported on the LIS Blog

Report in LIASA-in-Touch (p4) on ICIL Conference 2019 as presented by NWU LIS

Report in the July 2020? edition of Eish! <u>NWU takes library users online with virtual library</u>

Annual LIS calendar, distributed over all three campuses amongst staff and students

Undergraduate survival guide

Postgraduate support guide

Academic staff guide

<u>NWU Libraries: virtual tour</u> of spaces, focusing on research support to postgraduates.

All marketing material and posters are designed by the NWU Branding and Communication Office in line with CID guidelines.

G2	This department directly or indirectly adds value to the <u>welfare of the community</u> in general.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	The library organises projects that add value to community welfare, such as establishing school libraries near Mahikeng, donating books, creating reading corners in schools without libraries, and donating a library system to Sunrise View Primary school near Rustenburg. The department leads and actively participates in a collaborative project with North-West Provincial library services. This project supports mini libraries, established in community libraries, by providing resources and services. The Library Systems section sources hardware and software required for projects. Staff from all sections participate in the community projects, sometimes in their private time.	Resignation of key staff members affects the LIS outreach programme.		
			X				their private time.			
	Evidence of LIS community engagement projects is available on the library blog									
Sor	Some of the community outreach projects were linked to Mandela Day									
Due	Due to Covid-19, community engagement was suspended in 2020.									

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Links and evidence documents if applicable:

Criteria G1:

<u>NWU Brand Policy</u> Undergraduate survival guide

Postgraduate support guide

Academic staff guide

NWU Libraries: virtual tour

SUMMARISED RATING FOR SECTION G:	Excellent	Good	Moderate	Poor	NA
SHOW THE NUMBER UNDER EACH RATING Example: Excellent: 1; Good: 3; Moderate: 2; Poor: 1; Not applicable (NA): 1;	4	3	2	1	0
(Total of 8 ratings).	1	1			

SECTION H QUALITY ASSURANCE AND RISK MANAGEMENT

Crite	Criteria						Summary of relevant strengths	Summary of difficulties that require attention	
H1	<u>Quality of service delivery</u> to internal and external clients is continuously <u>monitored and</u> <u>evaluated</u> .	ent	3. Good	2. Moderate	1. Poor	0. Not applicable	Quality of service delivery is regularly monitored. Quality control of all catalogued resources and quality management are done by senior librarians. The cataloguing procedures and standards are the guidelines for this process (In: <u>Information Resources</u> <u>Procedure Manual</u> , available on the intranet).	Surveys might not be done frequently enough.	

The LIS took part in the NWU Self-evaluation Report for the National Review of Doctoral Degrees in 2019. It entailed measuring doctoral students' satisfaction and experience of services rendered at universities from registration to graduation. LIS staff support and services were positively rated by NWU PhD students, as reported in the NWU Doctoral Survey – only available on the intranet.

Users have the option of leaving <u>comments or suggestions</u> at each campus library.

SECTIONH

QUALITY ASSURANCE AND RISK MANAGEMENT

Crite	ria						Summary of relevant strengths	Summary of difficulties that require attention
H2	Appropriate <u>measuring</u> <u>instruments</u> and <u>feedback</u> <u>procedures</u> are used to continuously monitor client service.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	LibQUAL is used as measuring instrument (see F1 and F6). The department also has the following feedback measures: Feedback from clients (students and staff) Emails Statistics Monthly statistics of all tasks in all sections. Budget formula – ensures equitable distribution of funds across all three campuses. Quarterly reports, annual report of the section submitted to line manager to monitor service.	The library does not have an overall evaluation of services that runs continuously. The LIS does not use the CHELSA statistics database on institutional level. This was indicated as a need on the <u>benchmarking action plan for 2020/2021</u> that was developed after benchmarking with CPUT.
	rs have the option of leaving <u>comn</u> F1 and F6	nents	or su	ndde:	stion	<mark>s</mark> at	each campus library	
H3	<u>Remedial measures</u> are implemented based on evaluations/surveys.	4. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	An action plan with remedial measures, responsible staff and due dates was developed after the LibQUAL survey. Remedial action was taken according to results of the doctoral survey.	

Doctoral survey: Remedial action on two matters already concluded: students requested that the LIS offer training on the use of the postgraduate MS Word template. Students als requested that the Research Commons on all campuses be open for longer.

SECTIONH QUALITY ASSURANCE AND RISK MANAGEMENT Criteria Summary of relevant strengths Summary of difficulties that require attention Regular reporting on monthly statistics in departmental reports. Not applicable Monthly reports to the LMC (Library Management quality Reports on these Committee). assurances actions are Excellent 2.Moderate Quarterly reports to the SLiSC (Senate Library and H4 regularly provided to the line Good Poor Information Services Committee). manager and relevant persons. Biannual reporting to the DVC: Teaching-Learning, or ÷ ö 4 с, as needed. Х Monthly, quarterly, mid-year and annual feedback is provided in the form of formal reports with statistics. All reports are available on SHARE (available on request) Action plans are incorporated in staff Performance Agreements (PA) and job profiles. The following measures are in place: Tasks and projects are monitored using start and ٠ applicable due dates Implementation the of Volume of work is assessed per target • remedial measures is H5 Monthly statistics of all staff Excellent Moderate monitored by the line Senior staff submit bi-weekly reports on to-do-lists, • manager(s). Good Poor tasks and projects Not Ad hoc meetings are arranged based on the • ÷ 4 с, R ö urgency of matters arising Х Remedial measures become Performance Agreement actions and are discussed during performance agreement discussions.

SECTIONH QUALITY ASSURANCE AND RISK MANAGEMENT Criteria Summary of relevant strengths Summary of difficulties that require attention A joint Quality Manual was first produced as preparation Not all staff are aware of the Quality Manual and the for the HEQC quality audit of the NWU in 2009. This processes it describes. manual provided the basis for a new version at the Not applicable The department has a well-Potchefstroom Library when it underwent a peer documented and aligned evaluation in August 2011. This was followed by soft Moderate Excellent Quality Manual which, among reviews at Mafikeng and Vanderbijlpark, which H6 others, explains all processes Good necessitated adjustments to the respective manual. Poor and the quality assurance of The LIS now has a well-documented and aligned those processes. ë R ÷ ö Quality Manual, published in 2018. 4 Х LIS Quality Manual The quality manual is updated annually and the latest version is submitted to the Quality Enhancement office applicable for placement on the NWU intranet. Also available on the LIS webpage. The quality manual is regularly Excellent Moderate updated and the latest version Good is submitted to the Quality Poor H7 Not Enhancement office to be placed on the intranet of the 4 ė N ÷ ö NWU. Х The LIS Quality manual is updated annually and available on the intranet: https://intranet.nwu.ac.za/system/files/QualityManual LIS 2020.pdf and the LIS webpage: LIS Quality Manual.

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SEC	SECTION H QUALITY ASSURANCE AND RISK MANAGEMENT											
Crite	Criteria Summary of relevant strengths Summary of difficulties that require attention											
H8 See	The department has <u>regular</u> <u>contact with similar services</u> on the other sites of delivery, which also provide them the opportunity to mutually <u>standardise</u> services and align processes and procedures.	2. Excellent	3. Good	2. Moderate	1. Poor	0. Not applicable	Work processes from all the process of alignment.					
Line Lin Cri	Sessions are arranged for staff across all sites of delivery to have discussions over standardisation and alignment. Line managers including the Library and Information Service Executive Team (LISET) are visible on all three campuses to interact with staff for standardisation and unitary operations. Links and evidence documents if applicable: Criterion H1											
Cri	LIS Information Resources Procedure Manual Criterion H6 LIS Quality Manual											
	MARISED RATING FOR SECTION							Excellent	Good	Moderate	Poor	NA
	N THE NUMBER UNDER EACH F ple: Excellent: 1: Good: 3: Modera			or: 1:	Not	appl	icable (NA): 1:	4	3	2	1	0
	xample: Excellent: 1; Good: 3; Moderate: 2; Poor: 1; Not applicable (NA): 1;4321iotal of 8 ratings).44							4	4			

SECTION I OPEN QUESTIONS

Briefly answer:

What makes you happy in this department?

- Teamwork, staff members are willing to assist with projects and are willing to work extra hours if needed.
- The good relationship with faculties, to keep them informed about our services
- Regular meetings keep staff informed
- Open communication talking about challenges
- Relationship and interaction with all our clients
- Work is interesting and a challenge
- Working independently with responsibilities
- Knowledge sharing learning from each other
- Satisfied patrons
- Surrounded by friendly colleagues
- Satisfaction of a well-functioning library
- Variation of tasks is fulfilling and enriching
- Support from line manager
- Support from colleagues in the section
- Ability to make own decisions and be supported
- When your input is valued
- Good relationships with colleagues at campus level and improved relations with colleagues on sister campuses.
- When there is teamwork, it is easy to share ideas and produce quality of work.
- Willingness of everybody to support each other.

What makes you unhappy in this department?

- Two-year absence of a line manager in Information Resources
- When your input is not valued
- When your opinion is questioned
- When some colleagues are "missing in action"
- Shortage of staff
- When vacancies are not filled
- Salaries are not on par with that of other university libraries
- Not enough knowledge sharing.

Give examples (if any) of quality advancement actions in this department over the past three years.

- The refurbishment in the Mafikeng Library is a huge advancement for our clients with better space, technology, and better working conditions for staff.
- The book budget formula developed in 2018 in collaboration with Business Mathematics and Informatics (BMI) ensures that the book budget funds of Information Resources are distributed to all three campuses per weighting criteria.
- In 2019, a study was conducted in collaboration with the Business Mathematics Informatics (BMI) department to investigate whether the current variables sufficiently
 describe expenditure and if the associated weights could be determined mathematically. Improvement measures were proposed, debated and presented to LMC and the
 Collection Development & Management Committee.
- The LIS contributed to digital preservation of institutional historic value by facilitating and launching the book on the <u>History of the Ferdinand Postma Library in 2018</u>: Keys to the past. gateway to the future 1869 - 2018.
- Instituted the Figshare Research Data Management (RDM) platform up to the implementation phase in 2019.
- The alignment of financial and acquisitions procedures.
- Several procedural manuals were compiled.
- The <u>NWU Referencing Guide</u> was updated in 2019.
- The LIS is actively involved in <u>Referella</u>, the NWU online referencing tool.
- Online training sessions, particularly the development of online training during COVID-19.
- Ensured alignment of the processes and revised staff position profiles of other sections in line with the new changes.
- Assigned equitable job distribution in other roles where there were imbalances, such as the Acquisitions section at MC. This change enabled staff to work normal working hours, as staff shortages had often compelled them to work extended hours.
- Motivated for a few position reviews and position transfers in accordance with structural reorganisation.
- The development of the Library Blog as social media tool to ensure immediate communication with all staff members.
- Two LIS staff members took part in the development of the CHELSA Academic Library Standards Framework of 2019.

Any other remarks/suggestions:

IMPROVEMENT PLAN

Key:

- CD LIS = Chief Director Library and Information Service
- DCS = Director Client Services
- **DSS = Director Shared Services**
- DOS = Director Open Scholarship
- **OPQ = Senior Manager: Outreach Projects and Quality**
- LISET = Library and Information Services Executive Team

LMC = Library Management Committee (LISET + LIS Managers)

SECTION	GAPS/WEAKNESSES	ACTION STEPS	RESPONSIBLE PERSON OR COMMITTEE	TARGET DATES
A2	Strategy More focus on positioning in Africa. LIS APP	Discuss during strategic planning session 2020/21	LMC	2022
A2	Annual Planning sessionTime limitation.Difficult to get senior staff from all campuses together for more than 2 days due to work pressure and commitments.Limited time available for proper strategic planning.	If contact session is not possible, Zoom sessions must be held to determine LIS APP, targets, etc.	LMC	Nov 2021
	Information must be cascaded to the lower levels of the staff structure.	Feedback on Library Blog Feedback at each departmental meeting	OPQ LMC	1 week after strategy session

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A5	Library Code of Conduct (CoC)	The CoC must be visible and known to all	OPQ	June 2021
	The implementation / enforcement of the Library	students and staff. The zoning of spaces could be helpful in this regard.	DCS	
	Code of Conduct to reduce noise in the library should be attended to.	Initiatives:	Managers Client Services	
		Create specific zones in the Library to serve different purposes Create banners indicating different zones Revise CoC accordingly Involve Student Academic Council Report on blog/social media/student platform News article in student newspapers LIS Road Shows		
A5	Policy and Procedures	Arrange sectional meetings with open	LMC	Annual
	Improved awareness of policies and procedures could facilitate better understanding, with the focus on "staff on the ground".	discussion on sectional policy and procedures.		
A5	NWU Language Policy	All managers must be updated on Language	LMC	Continuous
	Alignment with the NWU Language Policy should be prioritised.	Policy. All marketing material must be done in accordance with Policy.	OPQ	
		Make use of interpreting services during training sessions.		
A6	Benchmarking	Benchmarking opportunities can be discussed during strategic planning session 2020/21.	CD LIS	2022
	Lack of benchmarking with libraries in Africa.	We are already part of the Theological	DCS	
		Seminaries Cooperation.	DSS	
			DOS	
	Limited budget to implement discoveries of benchmarking activities.	Focus area needs must be identified and then	LIS Assistant Accountant	
		budgeted for as guided by the Financial Guidelines.	DSS	
	The LIS must benchmark in terms of roles,	Benchmarking has already been done.	DCS	June 2021
	responsibilities and P-level of Faculty Librarians – P9 vs P8.	Discussions with LISET, P&C and the DVC took place in 2019. Source budget difference from within the LIS budget limits and implement.	CD LIS	

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B1	Management	Course in time management to be attended.	LMC	Jun 2021
	Better time management skills			
	Improve communication from top to bottom.	Proper feedback after each LMC meeting.	LMC	Continuous
	The prolonged absence of a permanent Manager of Information Resources caused some difficulties.	Candidates did not accept offers, leading to readvertisement.	DSS	1 Dec 2020/1Jan 2020
	Senior Librarians (P8) acted in this position on a rotation basis.	The Manager's portfolio is diverse; to find a proportionally balanced candidate in the 5 section areas posed a challenge. In most cases, candidates display strengths in 1 or 2 areas, but lack managerial skills, which is a key requirement for the position at 20 – 30% KPA. The national lockdown caused additional pressure on filling the position, since the appointment was made in Mar/Apr 2020. The original arrangement with the successful candidate was to assume duty on 1 May 2020. Unfortunately, due to reasons beyond the control of the candidate or the university, the process was halted to allow the candidate to acquire other necessary documents required as part of the appointment process by alternative means. The offices the documents had to be obtained from were closed until mid-Oct 2020 (the entire duration of the national lockdown).		As determined by P&C rules and conditions on the suitable start date – Recommendation from the LIS is: as soon as possible
		This matter has been prioritised by P&C and the department.		
		There has always been an acting manager in place. Promotion of some staff from P9 to P8 was intended to absorb supervisory responsibilities.		
		A positive side effect of the vacancy was the exposure of Senior Librarians to managerial duties, should the position become available in future.		

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B3	Clear role divisions	A document was compiled to clarify the role of	LIS Assistant Accountant	Already done
	Clarify the roles of the Assistant Accountant and Managers in terms of financial decisions.	the Assistant Accountant and the financial decision process flow.		Content to be communicated by Managers
B5	DiversityPerceptions along racial lines are sometimes difficult to manage. Diversity sensitivity training needed.Sections should comprise diverse teams and respect for one another is fundamental.Respect for rights regardless of colour or race should be enhanced across campuses.Staff members should have the right to have their own opinions, and be treated fairly within the NWU framework.	Sectional diversity training should be arranged.	LMC	May 2021
	Disability Rights Unit (DRU) More liaison with the DRUs on the different campuses.	Appointments with DRUs on all campuses. Feedback to LIS Management The library has a visible role to play in supporting DRUs on the three campuses. Mafikeng will set up a mini-lib. Large keyboards were purchased with specially donated funds to enhance services rendered by the libraries. Mafikeng DRU received network and single-use computer software as part of the assistive devices resources.	DCS DSS DOS	July 2021
B6	Financial ManagementThere is a lack of clarity in terms of the financial management processes and procedures. Staff members are often unaware of the due processes regarding financial needs.There is a gap in the financial communication from Managers.	Reporting on finance is already a standing point at LIS Management meetings. Feedback should be cascaded down to sections at their monthly meetings.	LMC LIS Assistant Accountant	Continuous

C1	Service delivery processes	Development of a LibGuide where relevant	OPQ	Nov 2020
	Staff are not always sure which template to use for official documentation	templates are available.		
C2	Staff need to be more informed through regular	Feedback of Management meetings should	LMC	Continuous
	communication and meetings.	be cascaded down to sections at their monthly meetings.	OPQ	
		Blog reports are already reported regarding other news.		
	Staff need to be encouraged to give feedback on processes and procedures.	See A5	LMC	Continuous
C4	Relationships/alignment	Effort is made to align roles and	DCS	Continuous
	Responsibilities to be clearly defined for same roles	responsibilities; however, one cannot always align in a straight line due to different needs	DSS	
	on different campuses	determined by campus size and design.	DOS	
	In some cases, the process of alignment is still in the development stage and should be monitored	This is an area requiring continuous improvement.		
	It will add value if such areas are mentioned.	Staff must understand the budget constraints and other obstacles.		
D2	Sufficient staff	Filling vacant positions is a People and	CD LIS	Continuous
	Some vacant posts in the organisational structure are not timeously filled. The process of filling vacancies is tedious. P&C is sometimes slow in making offers to successful candidates.	Culture process. The department is guided by the guidelines in place. Covid-19 resulted in	DCS	
		severe financial constraints for the university;	DSS	
		stricter measures are currently in place to recruit and fill positions. The DVC has to	DOS	
	Some sections are short staffed, as advertised positions are not filled.	approve the advertisement of all positions. We might need to consider the appointment of		
	Requests for certain positions in Information Services have been turned down.	student assistants as temporary staff P&C131F to work 40 hours pm rather than 23		
	The new labour legislation makes it difficult to appoint student assistants for all the hours they are needed.	hours pm. These appointments must be in line with the student appointment policy.		

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D3	Qualified/trained staff	Operations managers need to arrange for	LMC	As needed
	Mentoring Cataloguing and Information Services staff to assist with staff studying for BInf via UNISA and UKS studies can take a lot of time, sometimes after hours.	dedicated time slots when mentoring can be done.		
D4	Quality management system Assessment should take place more regularly.	Other assessment tools should be investigated. Benchmarking with other universities.	OPQ	Aug 2021
	Necessary to do a SWOT analysis of factors affecting the library internally and externally.	SWOT analysis to be done by Directorates	CD LIS LISET	Sep 2021
D5	Staff trained in technology Not all Faculty/Branch Librarians are familiar with data management / analysis skills via research software such as EndNote and the MS Word template for postgraduates.	Arrange for relevant hands-on training sessions. Knowledge sharing sessions were planned, but time is an issue.	DCS Managers Information Services	May 2021
D6	Staff development Some staff are unhappy about the fact that they have to present a paper, to be able to attend a conference.	This is true only for expensive conferences where air tickets apply, but not for nearby conferences. LIS Staff Development Guidelines / Conference Attendance Guidelines should be updated and distributed amongst staff.	DCS DSS DOS Assistant Accountant	Jul 2021?
	Staff lack self-esteem & commitment to learn new avenues.	Mentoring opportunities for line managers. Identify staff with potential. With exposure and encouragement, staff will get motivated to participate.	LMC	Continuous
	Time constraint for staff to attend training, especially at branches due to lack of stand-in staff	Should be handled by line managers. Arrange for back up.	LMC	As needed
D8	Staff task agreements – ownership/responsibilitiesThe heavy workload experienced by some professional staff (faculty librarians), tends to affect the assumption of other responsibilities.	This requires close attention. Tasks can be distributed, and involve other staff members with capacity, knowledge and expertise. Collaboration must be reinforced – support one another across campuses.	DCS Managers Information Service	Continuous

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	Skills sharing at work should be encouraged, to ensure continuity while employees are on leave.	Shared Services has developed a capacity- building plan with timelines that can be shared.	LIS Management	Continuous
		However, some staff are unwilling to add to their performance agreement without extra financial benefit.		
		Introduce a buddy system.		
D10	Disciplinary measures	When a staff member goes through a	CD LIS	
	Some staff feel that disciplinary measures exist, but	disciplinary process, the matter is kept between the staff member, management and	DCS	
	are not applied.	P&C until there is resolution on the matter. It	DSS	
		is not public information.	DOS	
		Depending on the matter at hand, information is shared with other senior managers.		
		The integrity of a staff member is kept intact during the process until the outcome, since management still expects the staff member to deliver in terms of their performance.		
D11	Staff happy in their work environment?	This must be managed operationally.	CD LIS	Continuous
	Prolonged vacancies in some sections lead to a heavy workload on staff members, which in turn creates a stressful and frustrating work situation	We need to think how we can work smarter.	DCS	
			DSS	
	(see D2).		DOS	
	Salary and Peromnes levels are a concern,	Budgetary constraints.	CD LIS	Continuous
	especially in comparison with other SA academic libraries.		DCS	
			DSS	
			DOS	
	Annual compa-ratio (CR) adjustment offered to	To be managed by the Directorate.		
	address remuneration/post level discrepancies is limited and not available every year.		CD LIS	
			DCS	

			DSS	
			DOS	
D12	Staff feel safe in their work environment. The ventilation of the library building at Vanderbijlpark has to be addressed. There are no windows for fresh air and staff have to rely on air- conditioning.	An OHS test was done – communicate outcomes to staff	DCS	First staff meeting in 2021
	Branch library staff feel isolated and exposed during holidays – user access to libraries with very few people in the building poses a risk.	Library hours to be reviewed during vacation periods in consultation with Deans. Redeployment to main library.	DCS	March 2021
E1	Administrative databases This area requires improvement.	Negotiation with Records Management Office – they are in process of developing new file plans for al support departments.	OPQ	Feb 2021
E1 & E4	Use of SHARE (e-platform for official NWU documentation) by staff members	More awareness should be raised of the use of SHARE by staff members across all campuses.	LIS Management	Jun 2021
E2	Sufficient administrative staffStaff must be trained to assist in absence of senior.All three campus libraries require a back-up plan.Staff need to attend training for tasks they do notperform frequently; especially on Kuali FinancialSystem.	Identify staff who can assist and receive training (also on Kuali). Develop a back-up plan for administrative functions and financial tasks for all three campus libraries.	Relevant line managers Sen Admin Officers	May 2021
E7	Maintenance and replacement plan Daily maintenance – action after reporting sometimes takes too long (MC).	Investigate the matter.	Sen Admin Officer (MC)	March 2021
E8	Sufficient offices and service venues Space is limited in some sections like the Cataloguing Section and Information Systems, where staff (including senior librarians), share open office space.	However, open offices can be beneficial in some cases; office space planning should be done to contribute to the wellness and happiness of staff.	DCS DSS DOS Sen Admin Officers	Continuous

F1	Customer focus	The handling of comments or suggestions from users must be aligned over the three campus libraries.	DCS LIS Managers	Apr 2021
F6	Evaluation / review of services Surveys might be done more frequently (see F1)	Need to benchmark with other university libraries.	OPQ	Jul 2021
G1	Marketing of services There is no fixed marketing team to plan and execute marketing events.	Currently, staff rotate and are utilised according to their strengths. Benchmark with other libraries.	OPQ	Jul 2021
G2	Community outreach Resignation of key staff members affects the LIS outreach programme.	Get new staff with relevant skills/strengths motivated	LIS Managers	As needed
H2	Monitoring of service delivery The library does not have an overall evaluation of the services that run continuously.	Need to benchmark with other university libraries.	OPQ	Jul 2021
	The NWU contributes to the CHELSA statistics database and has access to certain statistical information, but it is necessary to expand.	It is necessary to expand to the Institution- level database for full capturing of all LIS- generated statistics. This option will ease the reporting of any library statistical data. In benchmarking action plan for 2020/2021.	OPQ Senior Librarian ERM	Jun 2021
H6	LIS Quality Manual Not all staff are aware of the Quality Manual and processes described therein.	See also A5 Must be done in sectional meetings during awareness session of sectional procedures.	LIS Management	Continuous

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Head of Department

Line Manager

Date: 25/02/2021

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Quality Enhancement Self-evaluation Questionnaire: Support departments Nov 2020



QUALITY MANUAL

Library and Information Service

Convenor:

Louise Vos (Senior Manager: Outreach, Projects and Quality) Dr Mathew Moyo (Chief Director: Library and Information Service)

Team Members: LIS Management

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QUALITY MANUAL

Library and Information Service

1 INTRODUCTION

The Library and Information Service (LIS) forms an integral part of the core business of any academic institution. To ensure delivery of the best possible service, there is a need to constantly review the LIS performance and identify risks in order to remain relevant to the core business. The North-West University LIS strives to excel in all facets of service delivery in order to satisfy the needs of its user community comprising staff, students and registered members of the community.

The purpose of this quality manual is to document and describe the context, structures, policies, objectives, processes, procedures, activities and responsibilities aimed at achieving, sustaining, monitoring and continuously advancing quality. The quality manual furthermore serves as a general guide for existing and new staff members.

The manual describes, amongst others, the most important processes of the core functions and the specific aims thereof, the role players in all the processes, applicable policies and relevant records generated and used in the processes as well as the quality assurance mechanisms in all the processes. It furthermore demonstrates the quality of what this department does for its users by embedding best practices.

Another important function of this quality manual, which is very often overlooked, is that it may serve as a marketing tool. The LIS regards this quality manual as a powerful marketing instrument. It serves to communicate to our customers, role players, stakeholders, co-process owners and strategic partners that the LIS is not only a quality-conscious entity, but also knows how to document and communicate our commitment to quality.

The following acronyms appear in this manual:

CHELSA:	Committee for Higher Education Libraries of South Africa
DHET:	Department of Higher Education and Training
DST:	Department of Science and Technology
ERM:	Electronic Resource Management
HEQC:	Higher Education Quality Committee
IFLA:	International Federation of Library Associations
ILS:	Information and Learning Services
IR:	Institutional Repository
IT:	Information Technology
LIASA:	Library and Information Association of South Africa
LIS:	Library and Information Service
NQF:	National Quality Framework
NRF:	National Research Foundation
NWU:	North-West University
OA:	Open Access
OJS:	Open Journal Systems
OPQ:	Outreach, Projects and Quality
PU for CHE:	Potchefstroom University for Christian Higher Education
QA:	Quality Assurance

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ROSS:	Research and Open Scholarship Services
RDM:	Research Data Management
SANLiC:	South African National Library and Information Consortium
UNW:	University of the North-West

2 BACKGROUND

The North-West University was established through a merger of University of the North-West (UNW) in Mafikeng and the Potchefstroom University for Christian Higher Education (PU for CHE) in 2004. A working group of the respective library managements was created in 2003 to explore the possibilities for cooperation and integration of the various library services, and to make recommendations on how this process needed to be structured. This implied that the Vanderbijlpark Campus Library, which until then had been a satellite campus of Potchefstroom, became a full-fledged third campus of the NWU. It was necessary to ensure that the library management on that campus resorts under and reports to the campus principal - and not simply continued as a branch library of Potchefstroom. The Potchefstroom and Mafikeng Campus libraries, having been members of the Gauteng and Environs Library and Information Consortium (GAELIC) and having implemented the same library system, were theoretically also in a favourable position to integrate the two systems.

Attention to matters of quality did not suffer. A joint quality manual was produced as preparation for the HEQC quality audit of the NWU in 2009, and this manual also provided the basis for a new version at the Potchefstroom campus library when it underwent an extensive peer evaluation in August 2011. This was followed by soft reviews at Mafikeng Campus and Vanderbijlpark Campus that necessitated adjustments in the respective quality manuals. All of the campus library policy was formulated in 2007 and approved by both Senate and Council.

Following the 2016/2017 restructuring at the NWU, the libraries on the campuses of Mafikeng, Potchefstroom

and Vanderbijlpark now form part of the NWU Library and Information Service. The Library and Information

Service Policy was approved in 2018.

3 POSITIONING AND OPERATING STRUCTURE

The following organograms indicate:

- 1. The Library and Information Service (LIS) top structure and position of the LIS within the context of the NWU
- 2. LIS Information and Learning Services
- 3. LIS Research and Open Scholarship Services
- 3. LIS Shared Services
- 4. LIS Administration




LIS Research & Open Scholarship Services







4 COMPLIANCE AND LEGISLATION

For the Library and Information Service to function optimally, the following government acts, university policies and other council-approved documents and guidelines are relevant and applicable, and should therefore be consulted in support of general quality within the LIS. These include the following:

- Higher Education Amendment Act
- Annual Performance Plan
- NWU Quality Policy
- NWU Brand Policy
- NWU Communication Policy
- <u>NWU Language Policy</u>
- <u>NWU Policy on the responsible use of Information and Communication Technology, Networks and</u>
 <u>Information Resources at the North-West University</u>
- NWU Rules and guidelines for the protection of IT infrastructure and the use of computer facilities
- <u>NWU Standardisation and rules for printers and copiers</u>
- NWU Rules and guidelines for the use of electronic mail
- National Council for Library and Information Services Act, No. 6 of 2001 (NCLIS)
- NWU Financial Policy
- <u>NWU Schedule of Financial Authorization Levels</u>
- Nielson data-online price guide
- Library and Information Service Policy
- NWU Open Access Policy in process to be approved

The following documents are available on the LIS website:

- LIS Collection Development Guideline
- LIS Supplier Evaluation Guidelines and Criteria
- Information Resources Procedure Manual
- LIS Circulation Guidelines
- LIS Information Literacy Guidelines
- LIS Interlibrary Loan Guidelines
- LIS Open Access IR Guidelines
- LIS Marketing Guidelines1
- LIS Website Development Guidelines
- LIS Home Grown Database Guidelines
- LIS Binding of Library Materials
- LIS Repair of Damaged Books
- •

5 STRATEGY STATEMENT AND OBJECTIVES

5.1 The strategy statement

To give effect to the University strategy by positioning the NWU Library and Information Service within the teaching-learning, research and public engagement functions of the University through the provision of access to world class information resources and services.

5.2 Our Vision

To be distinguished as a leading university library in Africa and beyond, known for commitment to partnership in student success, esteemed scholarship and research.

5.3 Our Purpose (Mission)

The NWU Library and Information Service provides access to cutting-edge and relevant resources and services to fulfil academic expectations of our user communities in a professional, creative and innovative manner.

5.4 STRATEGIC OBJECTIVES

5.4.1 Positioning the LIS within the University

The main objective is to position the Library and Information Service within the NWU as a business unit that contributes to high-quality teaching-learning and research, as an active and vibrant part of the NWU academic community. To engage stakeholders constructively, and generate solutions that meet multiple expectations; develop close relationships with faculties and seek programmes where the Library can actively be involved.

5.4.2 Provide exceptional user experience

Provide seamless and responsive assistance to library users. Engage with, and invest in research and development in the information environment mix of programmes. Provide comprehensively, integrated diverse information services that meet the curriculum. Promote access in the electronic mode to improve service and embed these collections into educational and research programmes. Re-mode; digital and information literacy. Support teaching and learning in all modes of delivery. Provide interactive, flexible and collaborative library spaces, balanced with the need to provide quiet spaces for individual study.

5.4.3 Technology and e-strategy

Enhance library services by expanding Library Systems in close collaboration with central IT. Provide sufficient ICT infrastructure for NWU libraries. Maintain Sierra library management systems. Design, develop and maintain a highly-functional website for LIS to ensure seamless access to resources and services irrespective of the location of the user or the technology they use. Support and maintain the use of social media on the library web page. Support Open Access, develop and update the Institutional Repository. Support research and innovation by making use of bibliometric and altmetric tools and the library's involvement in Research Data Management, Digital Humanities and ORCiD.

5.4.4 Staff development

Address issues on transformation through responsive measures and agile management. Recruit, develop and retain high-calibre individuals that are reflective of the University's employment equity plan. Training and development of staff. Develop and implement recognition and reward programmes in line with People and Culture's rules. Manage staff performance. Develop and implement a succession plan. Create a culture of diversity and inclusiveness. Identify new roles and competencies of librarians. Agile management in the staff structure: collaboratively revise job content, and adapt as and when necessary as a response to the dynamic nature of academic information services.

5.4.5 Governance and Leadership

Sound financial management. Align service delivery across the NWU libraries (operational processes and systems) and promote sharing of information throughout all the campuses. Ensure that information services are aligned and that resources meet needs. Implement embedded librarianship by designating individual librarians to faculties. Rethink the roles and competencies of librarians. Review and implement third-stream income initiatives annually. Ensure Quality Assurance.

5.4.6 Marketing and Advocacy

Develop a deep understanding of clients' needs, and respond accordingly. Increase visibility of the LIS by developing and implementing a stakeholder's plan. Develop and update marketing material portraying aligned services and spaces of all libraries. Communicate library news on the library blog and other NWU platforms.

6 ROLE PLAYERS AND PURPOSE OF POSITIONS

The responsibilities of the LIS Management Team are portrayed in this chapter. The role players in each section will receive attention in chapter 7.

KEY ROLE PLAYERS	PURPOSE OF POSITION
Chief Director Library and Information Service	To lead and provide strategic direction to library and information services across a demographically disbursed multi-campus institution to support delivery of the NWU strategy and success model.
Director Information and Learning Services	To lead and direct institutional library and information access services in particular Loan and Information Services as well as outreach services for success model delivery.
Director Shared Services	To lead, plan, direct, coordinate and provide strategic direction for the institutional library and campus in information resources and systems particularly, Acquisitions, Cataloguing and Processing, Special Collections, Institutional Repositories, Systems Administration and Support and the Bindery for success model delivery.
Director Open Scholarship	To lead and direct institutional library's open scholarship services in particular Open Access and Open data, Research metrics, as well as Research infrastructure, for success model delivery.
Senior Manager Outreach, Projects and Quality	To lead and direct the libraries' Outreach, Projects and Quality assurance activities in pursuit of the Library and Information Service strategy.
Manager Library Systems	To manage through the planning and coordination the process of the development, implementation, support and administration of library specific systems and programmes to meet the library requirements and to provide staff, internal and external users of optimized and reliable applications and programmes/systems in order to support them with the discovery, access and use of information resources.
Manager Information Resources	To act as Manager of Information Resources, to supervise the section and give training and guidance to staff in the performance of their tasks; to assist the Director Shared Services as member of the senior management team in the strategic planning and development of the Library Services to realise the mission and goals of the Library services; to ensure through effective management and quality control optimal provision in the information needs of students, researchers and staff of the NWU; to manage the allocated information resources budget to provide in current and future needs.
Manager Information Services (2) And Manager Research & Information Services (1)	The purpose of this position is to support the Director: Information and Learning Services in strategic planning; by ensuring that optimal information and learning support is delivered to students, researchers and staff of the NWU through effective and innovative delivery of information; to ensure that relevant and current information sources are available, to coordinate training and to apply quality assurance with a strong on-going customer focus.
Manager Loan Services (3)	The purpose of this position is to supervise activities of Loan Services, to provide training and guidance to staff, as well as to assist the Director Client Services as member of the senior management team in the strategic planning and development of the Library and Information Service.

7 PROCESSES AND RECORD MANAGEMENT

The broad spectrum of LIS catalogue of activities and services necessitates the subdivision of the LIS and includes the loan of information sources; provision of interlibrary loans; support in retrieving information; providing research support; the acquisition, cataloguing and technical processing of material; the provision of reliable information systems with an accompanying infrastructure; the basic administrative activities; logistical support; operating of a bindery; marketing of services and activities, positioning within university and community; managing of projects and ensuring quality assurance.

7.1 Processes

- Process 1: Information Resources
- Process 2: Loan Services
- Process 3: Information Services
- Process 4: Research and Open Scholarship Services
- Process 5: Library Systems
- Process 6: Outreach, Projects and Quality
- Process 7: Administration
- Process 8: Bindery

7.1.1 Library Structure and main processes



7.1.2 Information Resources

7.1.2.1 **Objective**

The objectives of this section are two-fold:

- to provide for the current and future needs of library users through the effective expansion of library collections such as books, non-book material, serial publications, journals, electronic journals and electronic books and other databases and in this way support the research-intensive nature of the University;
- to ensure that library material is acquired, catalogued and processed in the most cost-effective manner to thus ensure that users are able, in a variety of ways and with the least amount of effort, to identify and use the correct information sources.

7.1.2.2 Process diagram



7.1.2.3 Processes

7.1.2.3.1 Acquisitions

In developing its collection, the LIS aims to maintain a healthy balance in its financial allocations to the different types of information sources, especially between journal and book expenditures. The fact that more resources are now being published online, may influence decisions about allocations. This balance may vary amongst subject groups. Information regarding new publications is forwarded to academic staff and faculty librarians and requests to purchase new material are submitted to Acquisitions for ordering. This method ensures the effective expansion of an academic collection in accordance with the University's quest for excellence in research and teaching-learning. After receipt and payment of invoices, new material is provided to Cataloguing.

7.1.2.3.2 Cataloguing

The main aim is to create and maintain a catalogue that accurately reflects all information resources (books and journals – both print and online) available at the NWU Libraries.

In order to ensure high-quality records, ongoing catalogue maintenance is necessary. LC Subject Headings may change or mistakes may be reported, which then have to be corrected in the Library's catalogue.

7.1.2.3.3 Technical preparation

All material must be technically prepared in order for information sources to be tracked and retrieved. This involves attaching date slips, spine labels, ownership labels and barcodes. Magnetic strips are attached to information sources to prevent or reduce their wrongful removal from the Library.

7.1.2.3.4 Periodicals

The aim is to provide for the current and future information needs of our library users through expanding (ordering and receiving) and efficient maintenance (claiming of outstanding issues, renewal and cancellation, binding and weeding) of our print and online journal collection, in the most cost-effective manner to support the research-intensive nature of the University.

7.1.2.3.5 Electronic Resource Management (ERM)

Electronic Resource Management (ERM) offers a central point for gathering all technical and administrative detail like selection and acquisition of databases, as well as licensing, maintenance, usage, evaluation, retention, and de-selection of all other electronic resources available in the Library. It facilitates collection analysis and the compilation of user statistics of electronic databases. Access control is maintained and administered through EZproxy to ensure seamless/transparent access to subscribed online library resources irrespective of the source or user location.

7.1.2.3.6 Budget information

In addition to the salary, capital and operational budgets, the Library also receives an amount specifically earmarked for information resources (books, journals and electronic databases) as part of the approved University budget. This amount is allocated to the faculties according to stipulated guidelines. This information (i.e. the provision made for journal subscriptions, electronic databases and the purchase of books) is communicated to the respective deans for allocation to the various schools and subject groups in each faculty. Information Resources is also involved in the annual budgeting process by collecting information relevant to the information budget.

7.1.2.4 Diagrams and Flowcharts for Information Resources

- Budget information
- Acquisitions
- Receiving
- Handling of queries
- Cataloguing
- Quality control
- Technical preparation
- Periodicals
- Electronic resource management (ERM)





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Quality Manual: Library and Information Service June 2021











KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Director Shared Services	Plan, lead and provide strategic direction for the department.
Manager Information Resources	Supervise the section and give training and guidance to staff in the performance of their tasks; to participate in the strategic planning and development of the Library Services; to ensure through effective management and quality control, optimal provision in the information needs of students, researchers and staff of the NWU; to manage the allocated information resources budget to provide in current and future needs.
Senior Librarian (Cataloguing)	Ensure that library material is catalogued and processed in the most cost- effective manner to ensure that users are able, in a variety of ways and with the least amount of effort, to identify and use the correct information sources to support the research-intensive nature of the University.
Senior Librarian (Acquisitions)	Acquire through efficient purchasing all recommended library material to support the teaching, learning and research objectives of the NWU.
Senior Librarian (Electronic Resource Management)	Coordinate the management of the electronic resource life cycle (licensing, activation, access maintenance and handling of user access problems) to ensure seamless access to electronic information resources needed for research and teaching at the NWU.
Librarian (Cataloguing)	The cost effective and careful creation of metadata (bibliographic records) for acquired, recommended and in demand information resources to provide information such as author, title and subject terms to enable library users to have quality access to all sources of information that the library possesses.
Assistant Librarian (Acquisitions)	Responsible for checking all new recommendations against the library's holdings to prevent duplication, to determine the availability and prices and to create order records for all items that need to be ordered.
Assistant Librarian (Periodicals)	Responsible for the efficient maintenance of our journal collection (quality control, claiming of outstanding issues and renewal and cancellations) in the most cost-effective manner to support the research needs of the NWU.
Library Assistant (Acquisitions)	Receive and process all ordered material in a timeous manner.
	Check invoices for correctness and submit for payment.
	Forward all new items for cataloguing.
Library Assistant (Periodicals)	Responsible for the efficient maintenance of our journal collection (receipt of new issues, binding and circulation) and updating of our loose-leaf publications to support the research needs of the NWU.
Library Assistant (Cataloguing)	Ensure that all library material is technically prepared in order for information sources to be tracked and retrieved, but also to prevent or reduce their wrongful removal from the Library.

7.1.2.5 Key role players and responsibilities

7.1.2.6 Policies and Guidelines

- LIS Collection Development Guidelines
- LIS Supplier Evaluation Guidelines
- LIS Information Resources Procedure Manual

7.1.3 Loan Services

7.1.3.1 **Objective**

The Loan Services section strives to make the library collections available to the users. It provides lending services and facilities for return of loaned items. Renewal of materials and payment of fines are handled at the Loan desk. Loan Services is geared to provide high-demand and reserved material to registered users. Short Loan is used particularly when books are required for class assignments, prescribed reading, and recommended reading.

Loan Services may be regarded as a window to the Library and a premium is thus placed on the user friendliness, excellence of staff and services. The aim is to provide optimised and reliable systems to enable external and internal users to retrieve and use information sources, whether traditional, non- traditional or electronic, and to do so with the least amount of effort and cost.

This include:

- Making printed and other physical information formats available effectively and timeously so that users may access information as needed for teaching, study or research;
- Acquiring information sources not locally available from other libraries by means of interlibrary loans and by the same means also make NWU resources available to other libraries, as part of the collaboration agreement amongst South African universities;
- Planning, organising and maintaining library collections and study facilities so that users can access information sources in the most effective manner in a safe and stimulating study environment that promotes academic performance;
- Maintaining and expanding a study collection of prescribed and recommended sources according to LIS Collection Development Guidelines for use in the Library, particularly for students who are not able to purchase the material.

7.1.3.2 Process diagram

The department's activities consist of four components. Each component is also represented at the branch libraries, except for interlibrary loans, which is only offered by the main libraries.



7.1.3.3 Processes

7.1.3.3.1 Circulation

Books and other physical information sources are issued to users registered on the Sierra Library system in a category that allows lending. The nature of the lending is determined by the user's academic level or relationship to the University – see *Services according to user category*. User records are automatically and regularly extracted and reloaded from Academic Administration's student and staff databases according to a specific program written by the Information Systems department.

The section supports distance users through utilising a courier service and by e-mailing scanned material.

7.1.3.3.2 Curbside Pickup Service

Curbside pickup is a library service that aims at reaching out to both NWU students and staff by making library resources available to patrons who are not eligible to access the university due to lockdown restrictions. During the Covid-19 pandemic, curbside service was initiated to enable patrons to request material by prior online arrangement. The requested material will then be delivered to patrons at the identified location at the campus's main gates.

7.1.3.3.3 Book Dropboxes

A book dropbox service is available to users who do not have access to the campus, to return their books. The dropboxes are available at Protection Services at the main gates of the campuses.

7.1.3.3.4 Short loan Collection

Course Reserves: To prevent instances of one student borrowing books required by class groups, books are withdrawn from the open collection and transferred to the Short loan collection to be reserved for certain time. This is done mainly at the request of lecturers, but staff from both Information and Loan Services may also recommend that books and other information material be placed in this category, should they become aware that the books are required for an assignment in a specific course or by a group of students.

7.1.3.3.5 Study Collection

The Study Collection arose from students' need for certain material to be available for use by many. Library staff may become aware that certain sources are listed in study guides as recommended or prescribed reading material, which will thus be consulted by many students. Where there is a need, attempts are also made to acquire a copy of textbooks in certain disciplines to be placed in the Study Collection for library use.

7.1.3.3.6 Interlibrary Loans

- Interlibrary Loan services: Course-related items not held by NWU Libraries may be requested through Interlibrary loan (ILL) from national and/or international libraries, and making these available to academic staff, researchers, master's and doctoral students of the NWU, fourth-year students in their final year and honours students (with the knowledge and consent of the relevant information librarian who would have determined that the Library's holdings were inadequate for the particular assignment or field of study). NWU campus libraries also make their items available to other libraries and/or institutions which are part of the interlending network, and to overseas libraries.
- Intercampus loans: NWU students and staff members may request material from all NWU campus libraries through intercampus loans delivery service.
- Courier service: The libraries provide courier service to postgraduate students who are located outside the vicinity of the NWU campus libraries, but within South Africa. Information sources that cannot be sent by e-mail, can be sent via courier services at the borrower's cost, from and back to campus.

7.1.3.3.7 Maintenance of respective collections

Loan Services is responsible for the general neatness and order of the study areas and book collections. This includes replacing all sources returned on the shelves speedily and accurately so that the collections are arranged correctly to ensure that the service to users runs smoothly. It also involves removing and repairing damaged and outdated books and organising the physical study and teaching areas.

Study areas are divided as follows:

- Semi-silence areas, where students are required to be considerate to each other at all times;
- Quiet areas, where conversations are strictly prohibited at all times;
- Open group work areas, where students can do group work; and
- Rooms for collaboration: if a group has to discuss something or deal with a topic that may disturb fellow students, they can request to use one of the seminar rooms. Library staff may also ask a group to work in one of these rooms if a disturbance complaint is received. Seminar rooms can be booked in advance by users themselves using the QR code or option on the library website.

7.1.3.4 Diagrams and Flowcharts for Loan Services

- Book circulation
- Curbside pickup service
- Book dropboxes
- Self-Check
- Study Collection and Course Reserves
- Journal use in the Library
- Interlibrary loans
- Intercampus loans
- Maintenance of collections and study areas







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7.1.3.5 Key role players and responsibilities

KEY ROLE PLAYERS	KEY ROLE ACTIVITIES
Director Information and Learning Services (ILS)	Lead and direct institutional library and information access services in Information Services for successful model delivery.
Managers Loan Services	Support the Director ILS as a member of the senior management team in strategic planning and development of Library Services; to achieve the goals of the library; by ensuring that optimal loan services to be delivered to library users of the NWU through effective and innovative delivery of loan service. To act as Manager: Loan Services and to supervise activities, provide training and guidance to staff.

7.1.3.6 Policies and Guidelines

- LIS Circulation Guidelines
- LIS Interlibrary Loan Guidelines
- LIS Collection Development Guidelines
- <u>Services according to user category</u>

7.1.4 Information Services

7.1.4.1 **Objectives**

The Information Services section is mainly responsible for providing an information service to registered users. The department is responsible for keeping users up to date with the fast-growing list of information sources available and their formats. The range of information formats necessitates active assistance and information literacy training, especially in the use of electronic resources in addition to the traditional sources. The information literacy skills promote critical thinking and equips individuals for lifelong learning. In partnership with academia, the library creates a learning environment, which supports the core business of teaching learning and research. Apart from the training responsibility, information literacy also ensures the marketing of all the campus library services pertaining to the library.

Information Services is well placed to address gaps in the collection and contribute to developing the collection.

7.1.4.2 Process diagram



7.1.4.3 Processes

7.1.4.3.1 Provision of information

Providing information involves providing a comprehensive information service to academics, researchers and students at the NWU in support of quality learning and research. Information service is rendered to users categorised according to the guidelines in the *Services according to user categorise* document.

The LIS ensures that most of the library's resources are available and accessible during the COVID-19 pandemic. Most library web pages can be accessed without incurring data costs through the LIS website.

7.1.4.3.2 Training and awareness raising sessions

The training and awareness-raising sessions offered by the Faculty Librarians and Undergraduate Support involve presenting subject-related and general information to students, staff and researchers, to ensure optimal and independent use of traditional and/or electronic information sources. These training sessions provide an opportunity to work with subject-related information sources, especially if necessary for the completion of an assignment. Collaboration with the lecturers is essential to ensure training success. Evaluation of training sessions are tailored to users' needs and changing circumstances.

Undergraduate students often feel overwhelmed by the number of information sources available and the accompanying information skills required in a tertiary environment. Therefore, ongoing informal training by Library Assistants in the general information area is student centred. The Library home page and LibGuides present the training material in the form of booklets, manuals and guides. Students are encouraged to function independently in order to develop their library, information and computer skills. Library Assistants rove between users proactively and provide assistance as needed. These staff members offer important support to students in their initial years of study.

During the pandemic, both money and time were invested in acquiring e-resources for online teaching and learning. Student and staff support had to adjust to online channels, like "Ask Us" and Zoom. Faculty Librarians provide online tutorials on how to find articles and ebooks, referencing, EndNote and plagiarism. Bookings for the sessions can be done on the library website.

7.1.4.3.3 Liaison and marketing

By marketing the latest developments in library services and products, academic staff are given an opportunity to enrich academic programmes and the effective use of expensive information sources is made possible.

To optimise liaison with users and the marketing of products, a variety of methods are employed, including personal communication; announcements on the Library's web page; visibility within the e-learning environment; attendance of school meetings and regular notices of new acquisitions. Faculty Librarians also provide content for new marketing material, in conjunction with the Senior Manager for outreach, projects and quality.

7.1.4.3.4 Collection development

As information staff interact with users when providing information, they are in the ideal position to identify gaps and contribute to developing the collection according to the NWU Collection Development Guidelines. Faculty Librarians make recommendations for book orders from lists of prescribed books and publishers' catalogues to expand the Study Collection and address gaps in the book collection. New databases, individual journal titles and journal packages are evaluated in relation to the subject by the relevant librarian. Recommendations for orders are based on certain criteria such as accreditation, impact factors and inclusion in recognised databases. Databases are evaluated annually according to the average price per search (cost per use) and the recommendation by the Manager of Information Services concerning the uniqueness or necessity within the subject group for continued subscription. Through this process of evaluation, recommendation or cancellation, the collection is continuously being added to or refined. Weeding of old and irrelevant material also ensures a relevant collection.

7.1.4.4 Diagrams and Flowcharts

Visio flowcharts of the following processes are provided on the following pages:

- Information services for postgraduate students, academic staff and researchers
- Information services for undergraduate students
- Training and awareness
- Liaison and marketing
- Collection development

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7.1.4.5 Key role players and responsibilities

KEY ROLE PLAYERS	KEY ROLE ACTIVITIES
Director Information and Learning Services	Lead and direct institutional library and information access services in particular Loan and Information Services for success model delivery.
Director Open Scholarship	Lead and direct institutional library's open scholarship services in particular Open Access and Open data, Research metrics, as well as Research infrastructure, for success model delivery.
Managers Information Services	Information Services support the Director Information and Learning Services as a member of the senior management team in strategic planning and development of Library Services; to achieve the goals of the library; by ensuring that optimal information- and research support be delivered to students, researchers and staff of the NWU through effective and innovative delivery of information management; ensure that relevant and current information sources are available, to coordinate training and to apply quality assurance with a strong on-going customer focus.
Librarian Research Support	The purpose of this position is to provide an expert research support service to postgraduate students and researchers; to develop a data management programme; to liaise with relevant role players regarding scholarly communication, research output and the institutional repository; to provide research specific training; to develop a programme for young researchers; to manage the research commons as a dedicated space conducive to research.
Librarian Undergraduate Support	The purpose of this position is to promote the role of the library as academic partner in the advancement of academic success of undergraduate students; to provide an information support service to undergraduate students; to develop and present a training programme for undergraduate students; to develop and maintain a LibGuide for the Information commons and to also manage and market the commons in support of the undergraduate learning environment.
Faculty Librarians	The purpose of the these positions is to provide a general and subject-specific information service to library users, including in-depth assistance to postgraduate students, researchers and academic staff; to provide instruction and assistance in identifying, evaluating, and interpreting appropriate information sources to become independent information users; to market library services and sources; to identify and recommend relevant information sources for acquisition in collaboration with academic staff, to support research, teaching and learning.

7.1.4.6 **Policies and Guidelines**

- LIS Information Literacy Guidelines
- LIS Collection Development Guidelines
- <u>Guidelines on Services according to user categories</u>

7.1.5 Research and Open Scholarship Services

7.1.5.1 **Objective**

Research and Open Scholarship Services' (ROSS) activities spearhead campus-wide initiatives to open, share, and preserve scholarship. It unites the aims of transforming scholarly communications for the digital age with innovative and sustainable stewardship of the NWU Libraries' collections. Furthermore, ROSS provides the NWU research community with expert services related to the creation, use, and management of data and other digital content in their research, teaching, and learning.

The LIS operates as the centre of research and scholarly dissemination, becoming the first point of contact in the research cycle and a source of full life cycle and long-term collaboration. ROSS is a department within LIS responsible for promoting and strengthening the dissemination of, and access to, university research for the benefit of society, through supporting the creation, dissemination and preservation of institutional scholarship.

7.1.5.2 **Processes**



7.1.5.3 Scholarly Communication and Research Impact

ROSS provides comprehensive publication services to the NWU research community who seek to publish original, open access journals, books, conference proceedings, and other scholarship. Researchers are guided to avoid publishing in predatory journals and to follow the relevant DHET Accredited List of Journals.

Researchers are encouraged to take charge of their author metrics. This will allow them to keep track of their cited references and other metrics, like their *h*-index. The faculty and research librarians assist researchers on how to understand bibliometrics.

7.1.5.4 Open Access publishing: Institutional Repository (Boloka) and OJS

Boloka (NWU Institutional Repository) enables NWU researchers to openly share their scholarship with a global audience. Open Access research is read and cited more than access-restricted scholarship, increasing the authors' research impact. Boloka offers preservation and dissemination services for a wide range of scholarship including research output, electronic theses and dissertations (ETDs). It is also the primary destination for researchers depositing their research outputs in accordance with the copyright law and NWU Open Access policy.

Collections on Boloka are maintained and updated on a regular basis through the organisation, capturing and description (metadata) of new scholarly output. Collections include: Theses and Dissertations, Research output (journal articles, conference papers), Inaugural lectures, NWU specific publications and Journals published by the NWU. Regular marketing and awareness campaigns highlight the benefits of the IR, especially during Open Access Week which takes place during October of each year.

OJS (Journal management system of peer-reviewed academic journals) is in development phase for the hosting and provision of a digital publishing service/platform to the NWU community. Journal collections currently on Boloka will be transferred to the new system.

7.1.5.5 Research Data Management

Dayta Ya Rona (figshare) is used as data repository platform to store, curate, publish and showcase research data and non-traditional research outputs like datasets, code, video, audio, and disciplinary specific files. All published research data is given a persistent identifier in the form of a Digital Object Identifier (DOI).

7.1.5.6 Data Management Plans

Researchers are increasingly required to engage in a range of data management activities to comply with institutional policies, or as a precondition for publication or grant funding. Data management plans are now a standard part of grant proposals for most funding agencies. In response, the NWU has acquired a DMPTool to assist students and researchers to create data management plans that meet institutional and funder requirements.

7.1.5.7 **Digitization services**

ROSS supports the digitization of ETD's to give students, academic staff, researchers, and the public expanded access to NWU knowledge. This results in greater visibility, awareness and global accessibility of NWU research output. Digitization services open new fields of academic inquiry and scholarship, for example by enabling computational textual analysis of digitized content. Furthermore, digitization services enable the university to accomplish its community engagement mission by opening access to works in the public domain, and to ensure long-term availability of NWU collections by preserving, protecting, and managing content. Digitization makes the invisible to be visible.

7.1.5.8 Liaison & Marketing

The Library website and LibGuides present access to training material in the form of booklets, manuals and guides. ROSS staff work closely with the Senior Manager: Outreach, Projects and Quality to market the latest developments in library research services and products. The Director Open Scholarship is actively involved in the relevant university senate sub-committees and faculties research and innovation committees.

7.1.5.9 Collection Development & Management

The librarians for research support make recommendations for the acquisition of relevant research tools and research methodology books, both print and e-books. Moreover, through this process of evaluation, recommendation or cancellation, the collection is continuously being expanded or refined. Weeding of old and irrelevant material ensures a relevant collection.

7.1.5.10 Research Capacity Building (Advanced Data and Information Literacy)

To become effective research partners and to meet the changing needs of the NWU research community, ROSS develops data literacy programs that introduce postgraduate students and researchers to the knowledge and skills needed to work with research tools and data. Online workshops and trainings sessions are the new normal, which empowers staff to reach many users as widely as possible. Training programmes are presented to assist researchers in the optimal use of the information sources and discovery tools as well as to enhance research productivity. Booking is facilitated by the online calendar on the Library website. Research librarians also have one-on-one online consultations and trainings. Small group approach (approaching each academic department) to demonstrate the research tools and promote the benefits of open scholarship, is encouraged.

7.1.5.11 Diagrams and Flowcharts for Research and Open Scholarship Services:

- Research and Open Scholarship Services for postgraduate students, staff and researchers
- Liaison and marketing
- Collection development
- Research capacity building









7.1.5.12 Key role players and responsibilities

KEY ROLE PLAYERS	KEY ROLE ACTIVITIES
Director Open Scholarship	Lead and direct institutional library's open scholarship services in particular Open Access and Open data, Research metrics, as well as Research infrastructure, for success model delivery.
Manager Research and Information Services	The manager support the Director Open Scholarship as a member of the senior management team in strategic planning and development of Library Services; to achieve the goals of the library; by ensuring that optimal information- and research support be delivered to students, researchers and staff of the NWU through effective and innovative delivery of information management; research services provisions, reference management, research visibility support, to coordinate training and to apply quality assurance with a strong on-going customer focus.
Senior Librarian Institutional Repository	Responsible for the development of the Institutional Research Repository (Boloka: NWU-IR), content and quality control, through the collection and organising of the University's Digital scholarly output and to promote and market the principle of Green Open Access. Increase the accessibility of research content through the IR.

Librarian Research Support	The purpose of this position is to provide an expert research support service to postgraduate students and researchers; to develop a data management programme; to liaise with relevant role players regarding scholarly communication, research output and the institutional repository; to provide research specific training; to develop a programme for young researchers; to manage the research commons as a dedicated space conducive to research.
Librarian Scholarly Communication	The purpose of this position is to promote the role of the library in contributing towards the way research information and research data is managed, analysed and disseminated. This position is also responsible for the technical assistance/design and development of research information services including RDM and Digital Humanities. To play a significant/valuable role identifying and presenting special collections
Senior Administrative Officer	General IT and software support and assists with maintenance of the campus library IT infrastructure. Coordinate Sierra operational activities and general administrative tasks. Assists with various data capturing activities on Boloka and DBText.
Library Assistant	Digitise library material for preservation and utilisation upon request and for the LIS's special collections. Deliver an alert service with the scanning and transmission of electronic Table of Contents of hard copy journals.

7.1.5.13 Policies and Guidelines

- LIS Open Access IR Guidelines
- LIS Information Literacy Guidelines
- Open Access Policy (To be approved)

7.1.6 Library Systems

7.1.6.1 **Objective**

In order to support the LIS strategic goals, Library Systems provide, maintain and support effective and reliable Library IT infrastructures and systems to meet the operational needs of our staff (in order to work productively) and our students' need to ensure seamless and effortless access to resources. The Library Systems Section rests on seven main components which function individually (although most of them have components which overlap) and with the following objectives and core responsibilities.

7.1.6.2 Processes



7.1.6.3 Systems

Ensure that core library systems (Sierra LMS, DSpace, DBText/Webpublisher PRO, EZproxy and OJS) are properly installed, configured, and licensed, through development, coordination and support of these systems to meet the library requirements, for excellent staff work performance and in order to assist users with the discovery and use of information resources.

Manage, plan and monitor system performance, maintain and schedule software upgrades, report problems and ensure regular backups.

Ensure proper access with appropriate authorisations and authentication to enable seamless login procedures.

Undertake and ensure daily, weekly and monthly necessary routine tasks.

Handle and supply regular managerial reports and assists with statistical reporting requests.

Train, support, develop and recommend new improved module workflows.

7.1.6.4 Library Website

To establish the NWU libraries' official web presence (as an extension of the physical library services - a tool representing and supporting the library services in the virtual environment) through the design, development and daily maintenance of a functional and user-orientated website and associated applications (amongst other things: subject-specific LibGuides, LibCal for room bookings, Web OPAC, etc.) which serves as a gateway to our customers.

Provide and ensure transparent access and easy discovery of all available online resources and services to facilitate teaching, learning and research activities of the University.

Create a virtual reference service and "My Library Record" option, which will allow remote patrons to connect with library staff, renew books online and view reading lists.

Maintain up to date content (e.g. Library hours, contact details, etc.) and perform regular checks and fixing of broken links.

Promote and communicate details of services, resources and collections through other channels and various social media channels (eFundi, Twitter, Facebook, Blog, etc.).

Provide assistance with the creation, design and development of promotional material for marketing purposes, online surveys, guidelines, manuals, training material and publish regular library news and activities by staff.

7.1.6.5 Special Collections (DBText and WebPublisher Pro)

To provide a hosting service (DB/Text and WebPublisher PRO) available to library and the NWU community for the development of in-house and special collections databases, for the purpose of offering users access to this information online.

Maintain and support existing special collections databases and assist with the creation and training of new databases.

Some of the best-known and frequently consulted databases are the Examination papers database, accredited journals database and Digital Bibliography of the Afrikaans Linguistics.

Identify and present special collections.

7.1.6.6 Digitalisation / Digitising and TOC alert service

The provision of timely and meticulous scanning and digitising for any user of the library upon request (which might include journal articles from hard copies, book chapters, electronic course reserves, etc.) and also for the library's databases (Exam paper database, NWU-IR, special collections, etc.) to ultimately make material available in a usable electronic format.

Digitising and editing of different material formats as needed according to best practices and prescriptions and suitable for preservation and utilisation.

Scanning and posting of paper journals' TOC (Table of Contents) as an alert service to specified users, and for follow-up on article requests emerging from the TOCs.

Ensure proper and timely backups of digitised material.

7.1.6.7 Library IT Support

Ensure that all Library staff have the necessary access to the campus network, e-mail, Internet and other standard programmes as determined by IT.

Provide the latest IT infrastructure (hardware and software) to library users and staff and assist with the maintenance and training in its effective use, in order to address changing needs and technologies proactively and on an ongoing basis.

Determine staff IT needs to enable early planning and compiling of the budget. Deal with the purchasing and installation of IT equipment and update the inventory databases with replacements, new and discarded equipment.

Coordinate fault reporting and monitor enquiries and follow up with campuses' Help Desk.

7.1.6.8 Access control

Manage and administer the EZproxy authentication programme to ensure seamless and transparent access from outside the library's computer network (off-campus) to restricted-access websites (subscribed online information resources) anytime, anywhere.

Ensure that only verified registered users will obtain access by regular updating of authentication lists.

Daily monitoring of unlawful downloading of data and blocking of non-reputable addresses.



Image from: https://www.oclc.org/support/services/ezproxy/documentation/learn/overview.en.html

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7.1.6.9 Diagrams and Flowcharts for Information Systems:

- Library Systems
- DSpace and OJS Boloka and NWU OA Journals (Back-end support)
- Sierra Library System (Back-end support)
- DBTextWorks/WebPublisher PRO (Back-end support)
- Sierra Library System (Front-end support)
- DSpace and OJS Boloka and NWU OA Journals (Front-end support)
- DBTextWorks/WebPublisher PRO (Front-end support)
- LIS IT support
- Library website
- EZProxy access control
- Scanning/Digitising







DBTextWorks/WebPublisher PRO (Back-end Support)



Sierra Library System (Front-End Support)





Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)





Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)



DBTextWorks/WebPublisher PRO (Front-End Support)

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7.1.6.10 Key role players and responsibilities

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Director Shared Services	Plan, lead and provide strategic direction for the department.
Manager Library Systems	Manage through the planning and coordination the process of the development, implementation, support and administration of library specific systems and programmes to meet the library requirements and to provide staff, internal and external users of optimized and reliable applications and programmes/systems in order to support them with the discovery, access and use of information resources.
Business Analyst	The development, implementation, coordination, support and administration of library-specific systems and programmes to meet the Library requirements and to provide internal and external users with optimized and reliable systems in order to support them with the discovery, access and use of information resources.
Senior Librarian IR & Systems Support	Maintain and administer seamless access to LIS online e-resources. Coordinate Sierra operational and routine tasks and render assistance and support with the implementation of RDM and DH practices. Will play a significant role in the implementation and development of the newly installed OJS system.
Librarian Web Development	Design, develop, manage and maintain the NWU library's official web presence (as an extension of the physical library services) with a functional and user-orientated website that will serve as an interface/gateway to our customers, providing and ensuring transparent access, and easy discovery of all available online library resources and services, to facilitate teaching, learning and research activities of the University.
Senior Administrative Officer	General IT and software support and assists with maintenance of the campus library IT infrastructure. Coordinate Sierra operational activities and general administrative tasks. Assists with various data capturing activities on Boloka and DBText.
Senior Library Assistant	Provide general campus IT and library specific software support, maintenance of the library IT infrastructure (including branch libraries) as a service to library staff and library users to be able to perform their daily tasks
Library Assistant Digitization	Digitise library material for preservation and utilisation upon request and for the LIS's special collections. Deliver an alert service with the scanning and transmission of electronic Table of Contents of hard copy journals.

7.1.6.11 Policies and Guidelines

- <u>LIS Open Access IR Guidelines</u>
- Policy on the responsible use of Information and Communication Technology, Networks and Information Resources at the North-West University
- Rules and guidelines for the protection of IT infrastructure and the use of computer facilities
- Standardisation and rules printers and copiers (available on request)
- Password Management
- Rules and guidelines for the use of electronic mail
- LIS Website Development Guidelines
- LIS Home Grown Databases Guidelines
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7.1.7 LIS Administration

7.1.7.1 Objective

The LIS Administration provides administrative support to all the sections of the NWU libraries. In that way it creates an environment which enables the LIS to fulfil its mandate of providing information and facilitating access to it. It handles general administrative processes; staff matters; maintenance and improvement of the physical spaces of the libraries; financial duties and other budget-related administrative tasks. It is responsible for seeing to it that all administrative tasks are carried out in accordance with the NWU policies.

7.1.7.2 Process diagram



7.1.7.3 Processes

The objectives of this department cover a wide area, however the main ones include the following:

- Constant monitoring to ensure that the administration of NWU LIS is effectively aligned and compliant with the broader administration policies of the University.
- Delivery and performance of general office, secretarial and administrative tasks to ensure that the necessary infrastructure is in place to enable the execution of the core functions of LIS.
- Close monitoring of expenditure by the libraries and various sections of the LIS and regularly advising the LIS management about the status of funds so as to ensure accountability, financial discipline that is effective and efficient.
- Maintenance and improvement of the libraries infrastructure and facilities to create an enabling
 physical environment for staff to carry out their duties, and for users to use the libraries' services
 optimally and with ease. Ensure that the LIS spaces are aesthetically appealing, thus contributing to
 the overall image and branding of the University.



7.1.7.3.1 General administration

Manage all communication and liaison matters with University departments, with staff on all sites of delivery of the LIS, and with all the other internal and external stakeholders.

Responsible for all the facilities and tools required for the purposes of communication and liaison which include telephones, faxes and reprographic facilities (e.g. scanners).

Ensure that equipment used for service provision are always in working condition and perform optimally so that users can be provided with consistent quality service.

Attend to health and safety matters and record cases and incidents in the risk register. Arrange workshops to empower staff. Report cases to the LIS management and OHS office.

7.1.7.3.2 LIS finance

Ensure that the NWU LIS complies with the existing financial guidelines of the University.

Play an active role in the LIS budget by monitoring expenditure patterns and submitting informed and innovative recommendations during the budgeting cycle.

Manage relationships with and liaison with internal and external stakeholders who are involved with the libraries financial transactions at any given time.

Take responsibility for the LIS petty cash.

7.1.7.3.3 Logistics

Regularly liaise with NWU Physical Infrastructure and Planning to ensure cost-effective upkeep of the LIS infrastructure and facilities.

Provide general support to Senior Manager Outreach, Projects and Quality with refurbishment projects and other OPQ operational duties.

Purchase new furniture and equipment and facilitate repairs.

Oversee the requests, administrative tasks, financial transactions and expenditure for courier services, stationery, etc.

Liaise with Protection Services regarding access control and all matters relating to the safety of infrastructure, assets, users and library staff.

Liaise with the cleaning company and monitoring the cleaning services.

Facilitate binding of library books and journals.

Coordinate and facilitate logistics of internal library projects.

Coordinate logistical arrangements for trips, meetings and events.

Transportation of shift staff (for Mafikeng staff members).

7.1.7.3.4 People and Culture

Handle all the administrative tasks related to People and Culture regarding LIS staff e.g. preparing for interviews in consultation with the libraries' HR practitioners.

Coordinate staff matters such as leave management, staff development, recruitment and selection and performance management.

7.1.7.3.5 Maintenance and infrastructure

Conduct daily inspections of the physical infrastructure of library buildings and facilities.

Daily monitoring of all work spaces to ensure that the library is conducive as a work environment for staff, as a study and research atmosphere for users, and also conducive for meetings and trainings.

7.1.7.4 **Diagrams and flowcharts for Administration:**

- General Administration
- Logistics and finance
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7.1.7.5 Key role players and responsibilities

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
	Provide overall guidance regarding the general administration of LIS.
	Approve budget related transactions.
	Approve appointment of staff.
	Approve leave of Senior Management committee members.
Chief Director LIS	Chair meetings.
	Chair interviews for positions of certain grade levels.
	Submit reports on LIS activities to the management structures of the University.
	Oversee quality management in NWU libraries.
	Oversee expansion, re-purposing and refurbishing of library infrastructure.
	Manage relationships of LIS with internal and external stakeholders.
	Approve leave.
	Chair meetings.
	Contribute to LIS budget proposals.
Directors	Facilitate the reviewing and updating of policies, quality manual, procedure manuals and guidelines.
Directors	Submit reports to the Chief Director.
	Facilitate staff development.
	Performance management.
	Manage relationships of LIS with internal and external stakeholders.
	Consolidate Annual Reports, Quality Manual, Quality Review documentation and
	Strategy plan, arrange with relevant stakeholders for quality control and design.
	Lead refurbishment projects and provide feedback reports to LMC.
	Facilitate update of policies and guidelines according to Records Management
Senior Manager OPQ	guidelines.
	Lead quality assurance activities.
	Facilitate and attend stakeholder meetings.
	Submit reports to the Chief Director.
	Implement policies and ensuring that they are adhered to.
	Participate in the processes of reviewing and updating of policies, the quality manual,
	procedure manuals and guidelines.
	Monitor expenditure.
Managers	Facilitate and attending stakeholder meetings.
	Facilitate training sessions.
	Submit reports to the Directors.
	Participate in recruitment and appointment of staff. Performance management.
	Liaise with internal and external stakeholders.
	Allocate funds to faculties and departments.
Conier Librariane	Acquire recommended resources.
Senior Librarians	Process resources timeously.
	Submit reports on Sectional activities to Managers.
	Synchronize diaries of Directors and Managers.
	Coordinate logistics for across campus meetings and other activities.
Senior Administrative Assistant	Payment of invoices.
	Manage petty cash.
Senior Administrative	Monitor of the state of infrastructure, facilities, spaces, equipment and gadgets.
Officer	Record and submit risk reports.
Administrative Officer	Submit reports.
	Liaise with service providers.
	Monitor performance of service providers.

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Suppo	e feedback about queries timeously. rt Senior Manager OPQ in refurbishment projects and operational natters.

8.1.7.6 Policies and Guidelines

- <u>NWU Financial Policy</u>
- <u>NWU</u> Schedule of Financial Authorization Levels
- <u>Nielson data-online price guide</u>

7.1.8 Bindery

7.1.8.1 Objectives

The key objectives of the Bindery department are to bind journals, repair and restore books in the Library's possession, and binding students' theses and dissertations, in order to ensure that the Library's holdings remain fit for use and strong enough to last for a reasonably long period. The Bindery also gives postgraduate students easy access to binding facilities to fulfil the final requirements of their studies.

The Bindery scope of work is primary for internal clients, and secondary for external clients.

The Bindery's primary task is the binding and repair of library material, to ensure its speedy availability to library users.

The Bindery's secondary task is the binding of material for University departments, as well as the binding of NWU research and teaching material and NWU research papers, senior management minutes, (such as Senate), and dissertations and theses.

Private binding is done, subject to the primary and secondary binding workload.

7.1.8.2 **Process diagram**



7.1.8.3 Processes

7.1.8.4 Primary binding

The Bindery's primary task is the binding and repair of library material, to ensure its speedy availability to library users. Private binding is done as allowed by the primary and secondary binding workload. Bind-work is accepted throughout the year and tariffs are revised annually. Library departments, Loan and Information Resources departments send material to be bound through the Administrative Assistant who completes the intake form. The Bindery binds according to instructions on the intake form. Confidentiality is of utmost importance. The Bindery checks quality and sends completed consignments to the Administrative Assistant who keeps statistics and sends bound materials to the respective departments.

7.1.8.4.1 Secondary binding

The Bindery's secondary task is the binding of material for University departments, as well as the binding of NWU research, senior management minutes and agendas (e.g. Senate documents), teaching material and NWU research papers, dissertations and theses.

7.1.8.4.2 Mending/Maintenance

Mending is done to damaged or shabby books and periodicals identified by the Lending Services, shelvers, Acquisitions and Periodicals staff, and Faculty Librarians. These books are regularly removed from the shelves and sent to the Bindery. Mending and re-binding is determined by the:

- Physical condition of the item
- Relevance of the content of the item
- Whether it is a standard work which should be retained
- The item's Africana value

7.1.8.4.3 Restoration

This process is similar to the mending process, but more specifically the item is restored to its original condition. It can be costly, since special material may have to be sourced. The Senior Book Binder works with great care. This process can be time consuming, depending on the value of an item.

7.1.8.4.4 Bindery Administration and Management

Administration and management includes control of all processes by means of application of standards and guidelines and review of policies and procedures. Other processes are as follows:

- Complete intake forms
- Generate invoices and receipts, process payment
- Send material to the Bindery with instruction sheet
- Keep record of statistics
- Contact clients to fetch completed material(s)
- Monitor turnaround time as per policies, procedures and standards
- Review annual payments with Senior Administrative Officer and Assistant Accountant
- Review tariffs annually

7.1.8.5 **Diagrams and Flowcharts for Bindery:**

• Administration: Bindery

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7.1.8.6 Key role players and responsibilities

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Director Shared Services	Plan, lead and provide strategic direction for the department.
Manager: Information Resources	Manage and coordinate operations function in the department.
Senior Administrative Officer	Manage administrative, infrastructure and resources needs for the Bindery, including supervision, and reporting of staff, requirements and work outputs.
Administrative Assistant	Manage third-party cash flow income of the Library Services and generates invoices. Handle all bindery requests and assist with administrative related tasks.
Senior Book Binder	Overall management of the Bindery in promoting the activities, workflow and team spirit in the department in pursuit of excellence.
Book Binders	Perform a variety of skilled and semi-skilled operations involved in binding books, periodicals and perform other related duties as required.
Binding Assistant	Assist with preparation of journals for binding, restoration of damaged books and maintenance of bindery room.

7.1.8.7 Policies and Guidelines

- LIS Binding of Library Materials
- LIS Repair of Damaged Books

7.1.9 Outreach, Projects and Quality

The purpose of this section is to oversee outreach activities of the LIS; to enhance the role and value of the Library in the academic and outside community; to communicate library news on relevant platforms; establish and foster good interpersonal relationships with key stakeholders; to monitor identified library projects relating to outreach, quality and refurbishment, and to lead and co-ordinate quality assurance activities.

Marketing, Outreach and Quality Process diagram:



7.1.9.1 Outreach and Positioning

Oversee outreach activities of the LIS to enhance the role and value of the Library in the academic community, on local and national level.

Take a leading role in planning, developing and implementing outreach projects.

Supervise the development of new marketing material, user brochures and videos regarding content and design, according to NWU Corporate Identity guidelines.

Co-ordinate library involvement during the R&O programme for first year students.

Co-ordinate library involvement during campus Open Days for prospective first-year and postgraduate students.

Co-ordinate the establishment and marketing of a Library Code of Conduct.

Co-ordinate activities on Library Week and other library-related days. Monitor campaign progress.

Generate continuous news reporting regarding library matters, activities, projects and services for publishing on the library news column, blog, social media and relevant NWU platforms. News reports to Librarian: Web Development for posting.

Establish close relations with key stakeholders such as Marketing and Communications Office, Wapad editor, other campus student newspapers and Eish!

7.1.9.2 Projects

Monitor identified Library projects relating to quality, community engagement and refurbishment. Schedule projects and monitor completion timelines.

Co-ordinate Library refurbishment projects in co-ordination with NWU Facilities and Library Management. Attend Facilities meetings, write progress reports and visit sites.

Involved in the architectural planning and construction process to ensure that the new or repurposed spaces are in line with user needs.

Co-ordinate signage of newly refurbished areas.



Ensure consistent high-level library space appeal contributing to exceptional user experience. Involved in the choice of fabric, furniture, art works and overall furnishings to create a familiar look and feel in all campus libraries.

Liaise with Community Engagement Office, monitor projects and provide feedback on community engagement projects.

7.1.9.3 Quality Assurance

Co-ordinate the implementation of standards and quality principles that support library goals, in consultation with directors and section managers.

Co-ordinate the development and update of the Library Quality Manual.

Conduct LibQual surveys to ensure that the Library services and resources stay relevant.

Compile quality improvement plans and follow-up on library actions after surveys.

Submit recommendations in terms of content and appeal to make the Library web page more intuitive, as well as user and mobile friendly.

Arrange for benchmarking exercises and compile feedback and action reports.

Monitor regular update and compliance of Policies and Procedures of the different library departments.

7.1.9.4 Compilation and design of strategic documentation

Compile and oversee design of LIS Annual Reports, LIS Quality Manual, LIS Code of Conduct and Strategy Plan.

7.1.9.5 Compliance and legislation in this process

For the Outreach, Projects and Quality section to function optimally, the following documentation should be consulted:

LIS Marketing Guidelines

NWU Policies:

- NWU Brand Policy
- NWU Communication Policy
- NWU Language Policy
- <u>NWU Community Engagement Policy</u>
- <u>NWU Infrastructure Management Policy</u>

7.1.9.6 Roles and responsibilities in this process

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Chief Director Library and Information Service	Lead and provide strategic direction to the Library and Information Service across a demographically disbursed multi-campus institution, to support delivery of the NWU strategy and success model.
Senior Manager Outreach, Projects and Quality	Lead and direct the libraries' Outreach, Projects and Quality assurance activities, in pursuit of the Library and Information Service's strategy.
Director Client Services	Lead and direct institutional library and information access services in particular Loan and Information Services as well as outreach services for success model delivery.
Director Shared Services	Lead, plan, direct, coordinate and provide strategic direction for the institutional library and campus in information resources and systems particularly, Acquisitions, Cataloguing and Processing, Archiving and, Special Collections, Institutional Repositories, Systems Administration and Support and the Bindery for success model delivery.

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KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Director Open Scholarship	Lead and direct institutional library's open scholarship services in particular Open Access and Open data, Research metrics, as well as Research infrastructure, for success model delivery.
Manager Library Systems	Manage through the planning and coordination the process of the development, implementation, support and administration of library specific systems and programmes to meet the library requirements and to provide staff, internal and external users of optimized and reliable applications and programmes/systems in order to support them with the discovery, access and use of information resources.
Managers Information Services (3)	Support the Director: Client Services in strategic planning; by ensuring that optimal information and research support is delivered to students, researchers and staff of the NWU through effective and innovative delivery of information; to ensure that relevant and current information sources are available, to coordinate training and to apply quality assurance with a strong on-going customer focus.
Managers Loan Services (3)	Supervise activities of Loan Services, to provide training and guidance to staff, as well as to assist the Director Client Services as member of the senior management team in the strategic planning and development of the Library and Information Services.
Manager Information Resources	Supervise the section and give training and guidance to staff in the performance of their tasks; to assist the Director: Shared Services as member of the senior management team in the strategic planning and development of the Library Services to realise the mission and goals of the Library services: to ensure through effective management and quality control optimal provision in the information needs of students, researchers and staff of the NWU; to manage the allocated information resources budget to provide for current and future needs.
Librarian Web Development	Design, develop, manage and maintain the NWU library's official web presence (as an extension of the physical library services) with a functional and user-orientated website that will serve as an interface/gateway to our customers, providing and ensuring transparent access, and easy discovery of all available online library resources and services, to facilitate teaching, learning and research activities of the University. Post all OPQ news report on LIS blog and other social media platforms.
Senior Administrative Assistant	Assist and support Senior Manager Outreach Projects and Quality with operational duties in this portfolio.

7.1.9.7 Diagrams and Flowcharts for Outreach, Projects and Quality:

- Outreach, Positioning and Liaison
- Quality Assurance

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Outreach, Positioning & Liaison



Quality Assurance



8 QUALITY ASSURANCE AND RISK MANAGEMENT

As the Library is well placed to support research and teaching-learning in a meaningful manner, it is necessary to assess whether objectives are being achieved and if users' needs are being met.

8.1 Evaluation

8.1.1 LIBQUAL

The efficiency of the LIS is determined by making use of LibQUAL Survey ± every 3 years.

LibQUAL is an internationally recognised instrument offered to the library community by the Association of Research Libraries (ARL), and assists libraries worldwide to assess and improve library services. Over the past few years, the NWU Libraries have regularly participated in this highly esteemed survey. It is an essential instrument for measuring the Library's services against the performance of national and international libraries. It gives a good overview of the quality of library services. The survey instrument measures the library service quality in terms of

- Affect of Service (interactions, helpfulness and competency of library staff)
- Information Control (finding and availability of required information sources)
- Library as Place (library as physical environment).

Each section consists of a number of questions for which the respondent must indicate the minimum, preferred and perceived service level. Colours are used to indicate the respondent's experience of service. Red indicates a service level below the level preferred; blue indicates a service experience above the minimum expectation; and green – which is seldom selected – indicates that the library performance exceeds the library users' expectations and requirements.

In 2016 LibQUAL was conducted on Potchefstroom and Vanderbijlpark. The respondents represented all user groups of all faculties on both campuses. Although the original plan was to involve all three libraries, the Mafikeng Campus Library made the decision not to participate because of essential renovation projects which were scheduled to start before the commencement of the survey.

8.1.1.1 LibQual comment box

In a comment box at the end of the survey, users had the opportunity to make comments on how they experience the Library Services. These comments provided valuable information about library service areas where users feel improvements can be made. Of the 991 comments that respondents left in 2016, more than 500 were compliments.

8.1.1.2 LibQUAL action plan

A number of complaints and valuable suggestions were received. Regarding these areas of improvement, the Library Managers were consulted to compile an action plan to ensure that all the suggestions and areas of concern are addressed. The action plan is available on the library web page to let users know that the library is serious in addressing their concerns and recommendations: (<u>http://library.nwu.ac.za/libqual-2016-action-plan</u>. This action plan was re-visited in liaison with LIS Managers on a monthly basis to ensure that the Library gradually makes progress in improvement of our services, sources and facilities.

The next LibQUAL was scheduled for 2021, but due to the pandemic, it was postponed to 2022. All renovation projects should also be completed at that stage.

8.1.2 Library statistics

The LIS contributes to the CHELSA statistics database. This database provides a platform for the collection of common statistics, and further provides insight into a national profile of academic libraries, ensuring best practice, collaboration and benchmarking among South African academic libraries.

According to CHELSA requirements, statistics of all library processes (e.g. cataloguing of items, training sessions, information queries handled, books shelved, website access, eResource usage, ILL done, books checked out, study areas used, additions to Institutional Repository, seminar room bookings, LibQUAL pages accessed, gate entrance statistics etc.) are done monthly and stored on the network. This information is readily available to LIS management to assist in strategic planning and decision-making, and is also annually provided to CHELSA for inclusion in the national statistics database.

8.1.3 Benchmarking

There is a growing recognition in Library and Information Services of the importance of quality management principles and practices, which are helping to provide the means to allow increased accountability, especially in terms of benchmarking. Strategic benchmarking is used to improve the library's overall performance. Libraries can learn from each other in comparing local practices with best practices.

After identification of areas of concern, the LIS arranges for benchmarking exercises with libraries that have shown success in the specific areas. After benchmarking visits, complete feedback reports are provided to Library Management and improvement areas are discussed. Action plans are developed with indication of responsible staff, actions and timelines.

8.2 Records management

The Records Management Office is busy with the establishment of a new NWU file plan. The LIS will receive attention in 2021. LIS documents are stored on SHARE by using the following reference numbers 2.13.1.

8.2.1 Policy guidelines

Guidelines for the development of policies are followed and created in line with the <u>Policy on the Generation</u> and <u>Approval of Rules</u>, <u>Policies and Procedures</u> and also the <u>NWU Records Management Policy</u>

8.3 Risk identification and risk management

Potential risks and problems related to the Library's ability to deliver high-class services and products are determined and actions to avoid the problems are designed and implemented. Risk documents are available for each library. Included in the documentation are the current problems, the possible risks, existing control measures and action steps outlined.

8.3.1 Policy guidelines

NWU Risk and Compliance Policy

9 CONCLUSION

In this quality manual, an attempt has been made to demonstrate how the LIS contributes to the attainment of the university goals. The role that the LIS plays in terms of innovative services, welcoming spaces and worldclass collections to support teaching-learning and research, makes it a vital link in the university's chain, as demonstrated throughout this quality manual.

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North-West University Quality Enhancement Private Bag X1290

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