



NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

®

QUALITY MANUAL

Library and Information Service

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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 approved 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 are used 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 |
| 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 |
| PU for CHE: | Potchefstroom University for Christian Higher Education |
| QA: | Quality Assurance |
| 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 Vaal Triangle 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 Vaal Campus which necessitated adjustments in the respective quality manuals. All of the campus libraries from time to time took part in the international LibQUAL system of evaluation. An institutional library policy was formulated in 2007 and approved by both Senate and Council.

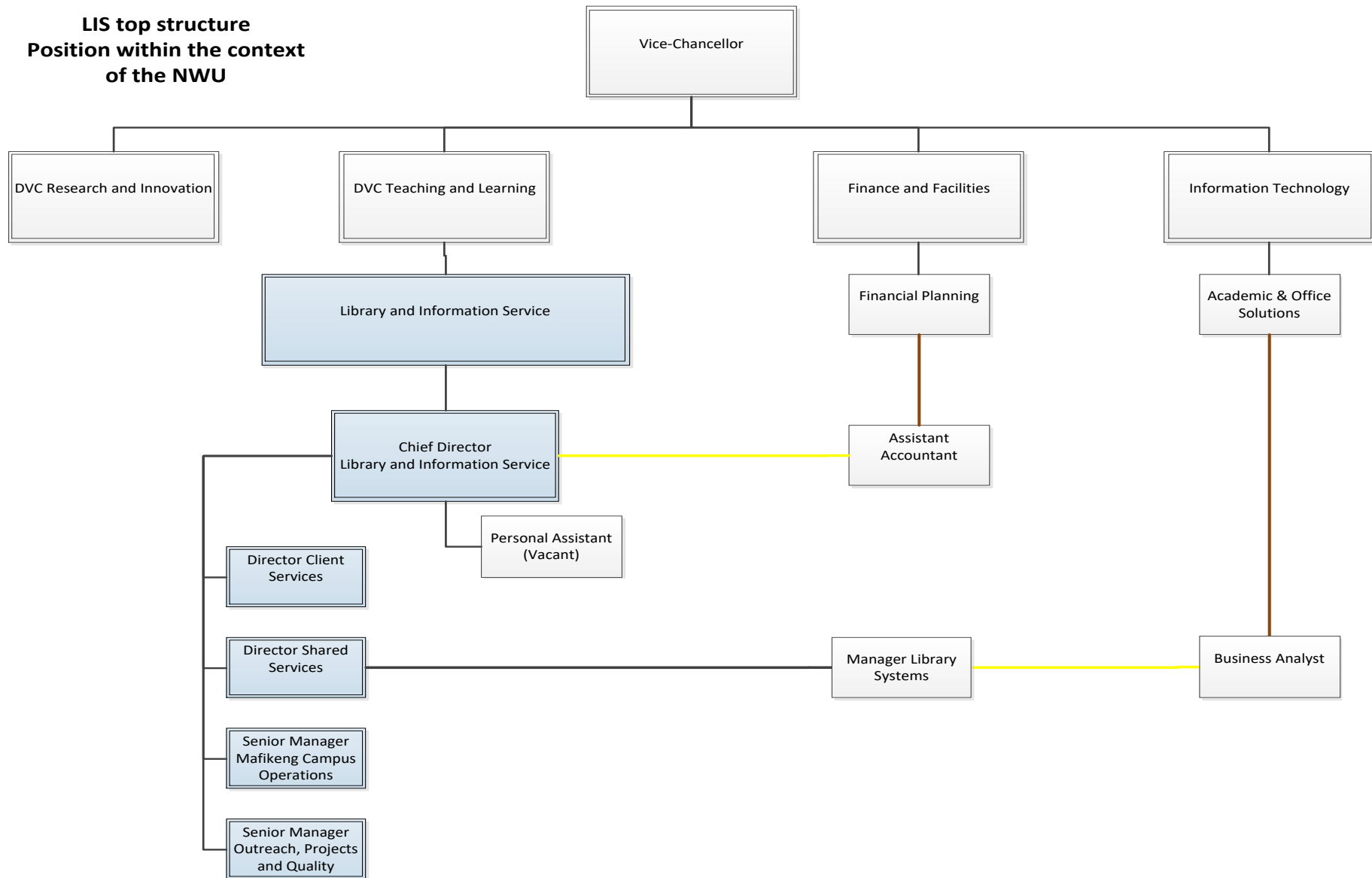
Following the 2016/2017 restructuring at the NWU, the libraries on the campuses of Mafikeng, Potchefstroom and Vanderbijlpark now form part of the NWU Library and Information Service.

3 POSITIONING AND OPERATING STRUCTURE

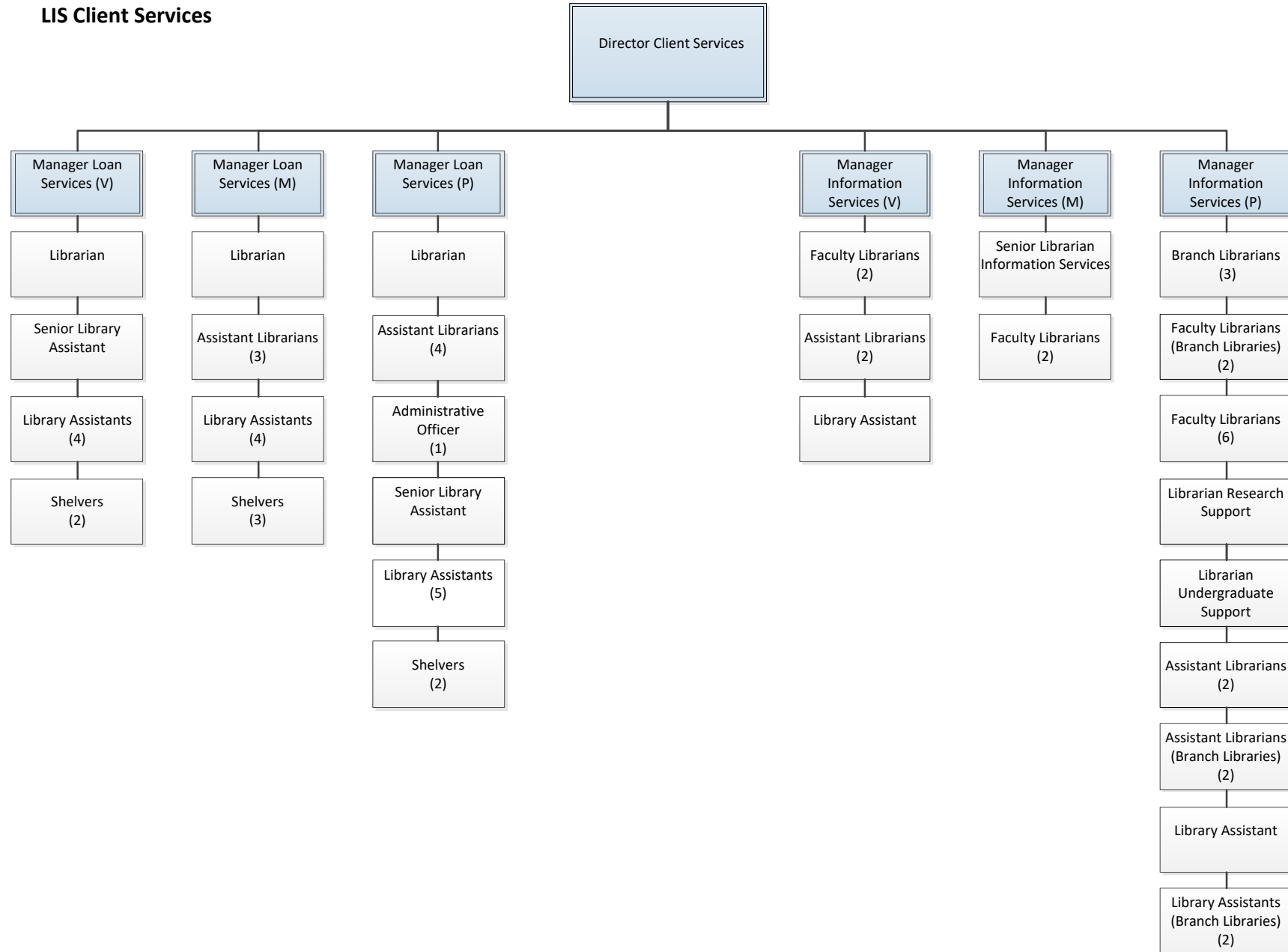
The following organograms indicate:

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

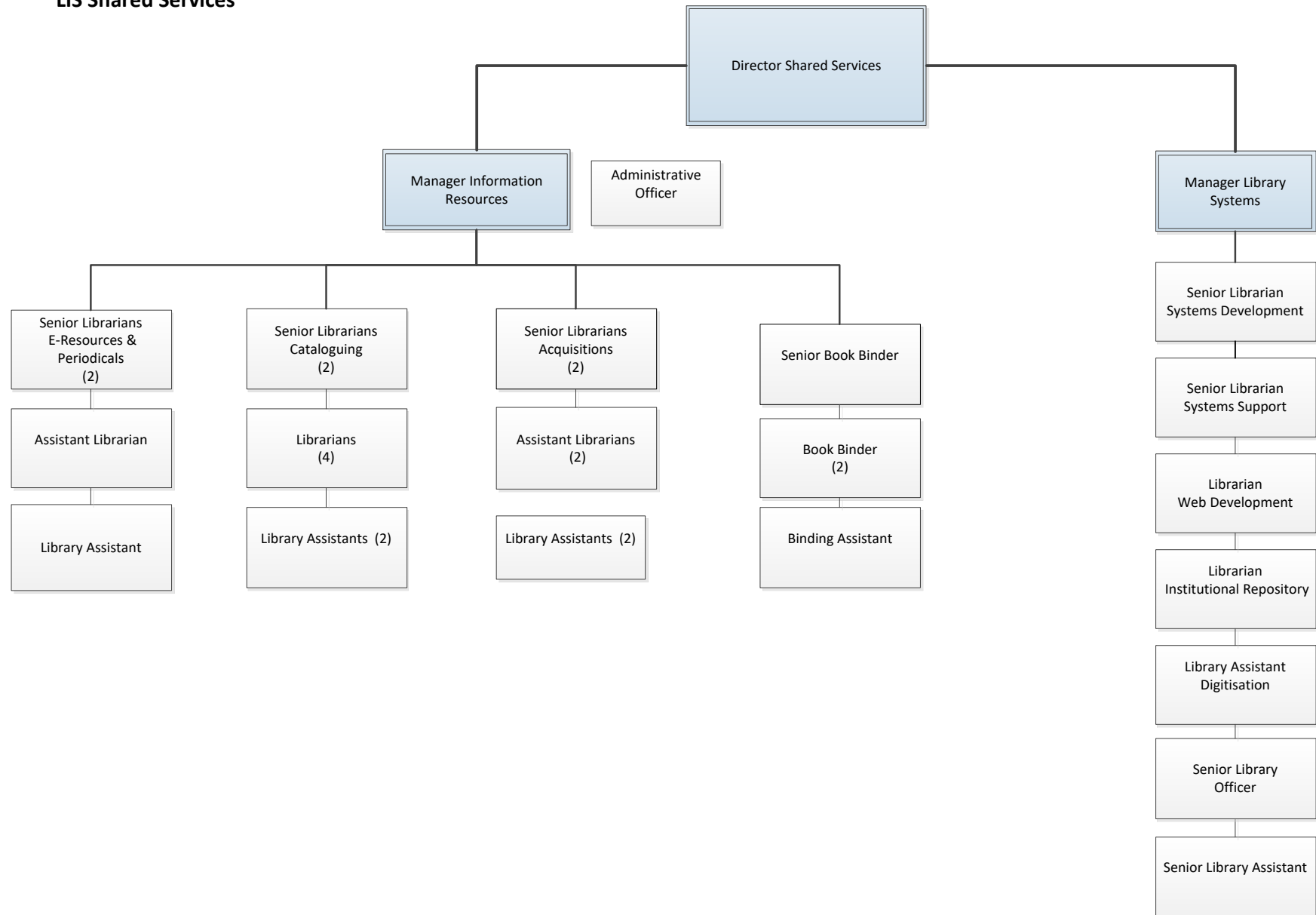
**LIS top structure
Position within the context
of the NWU**



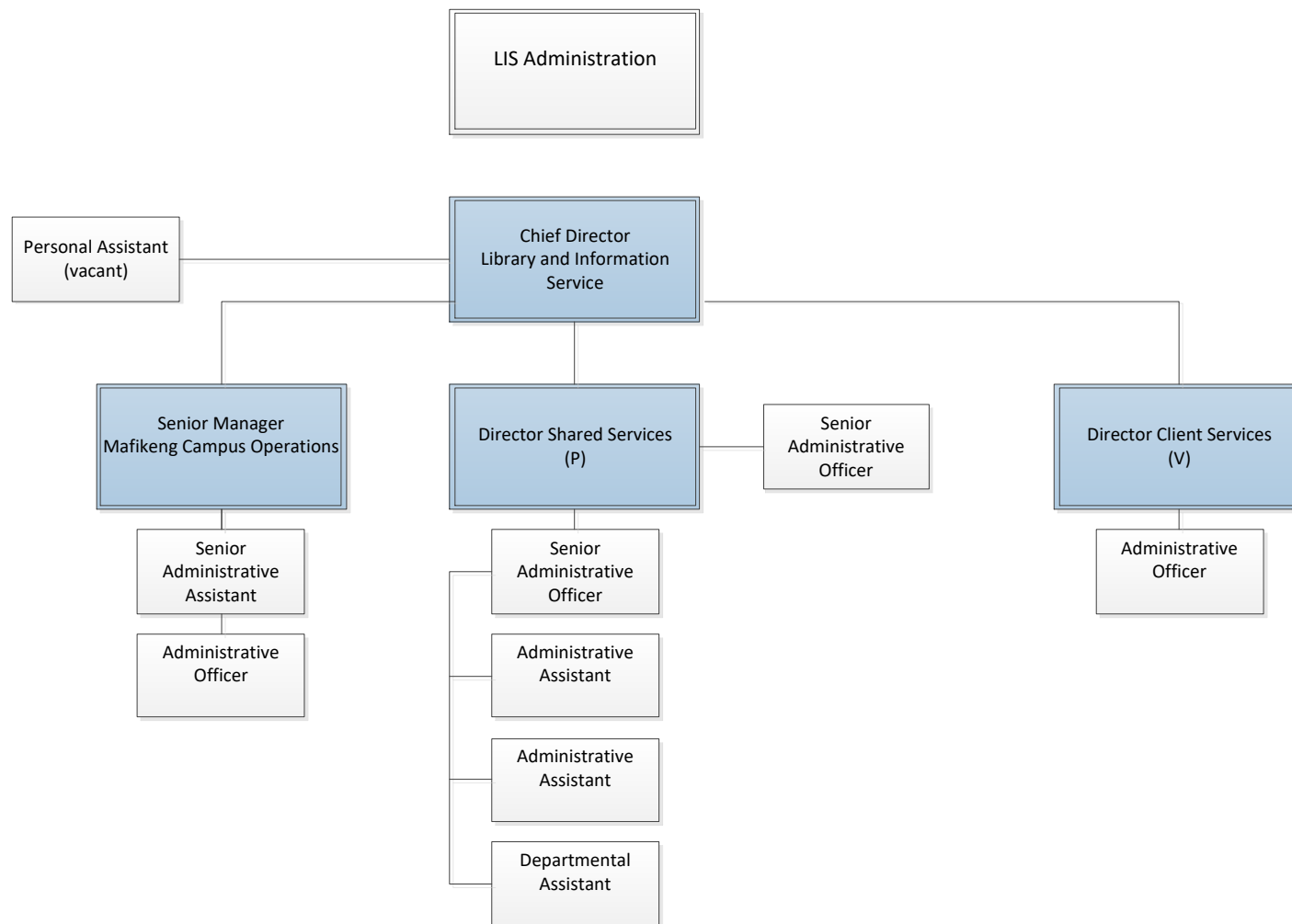
LIS Client Services



LIS Shared Services



LIS Administration



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 and Strategic Plan 2017](#)
- [Quality Policy](#)
- [Language Policy](#)
- [National Council for Library and Information Services Act, No. 6 of 2001 \(NCLIS\)](#)
- [Institutional Library Policy \(2007\)](#)
Amended in 2017: Institutional Library and Information Service Policy (in process to be approved)

The following guidelines are available on SHARE:

- [LIS Circulation Guidelines](#)
- [LIS Information Literacy Guidelines](#)
- [LIS Interlibrary Loan Guidelines](#)
- [NWU Open Access Institutional Repository Guidelines](#)
- [LIS Collection Development Guidelines](#)
- [LIS Marketing Guidelines](#)
- [LIS Staff Development Guidelines](#)

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. Develop a deep understanding of clients' needs, and respond accordingly. Increase visibility of the LIS by developing and implementing a stakeholder's plan and create and implement a marketing plan to promote the LIS.

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 through the 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.

6 ROLE PLAYERS AND PURPOSE OF POSITIONS

The responsibilities of the LIS Management Team are provided 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 Client 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. |
| Senior Manager LIS Mafikeng Campus Operations | The purpose of this position is to lead and direct Mafikeng Campus Library and Information Service operations particularly, library space development, information resources development and management of loans and information services in consultation with relevant line Managers, Directors and the Chief Director, for success model delivery. |
| Senior Manager Outreach, Projects and Quality | The purpose of this position is 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 (3) | The purpose of this position is to 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. |
| 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. |

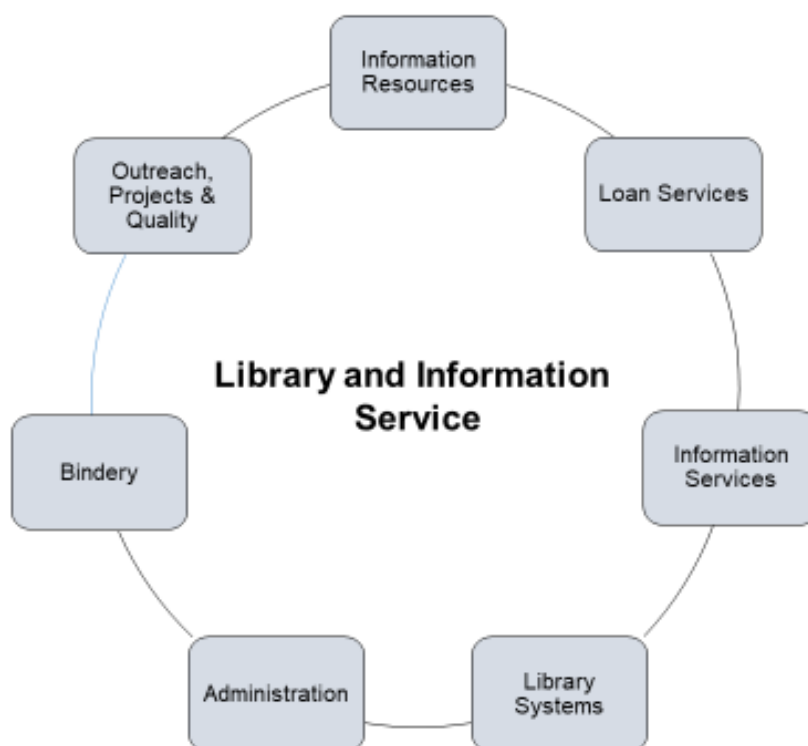
7 PROCESSES AND RECORD MANAGEMENT

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

7.1.1 Library Structure and main processes



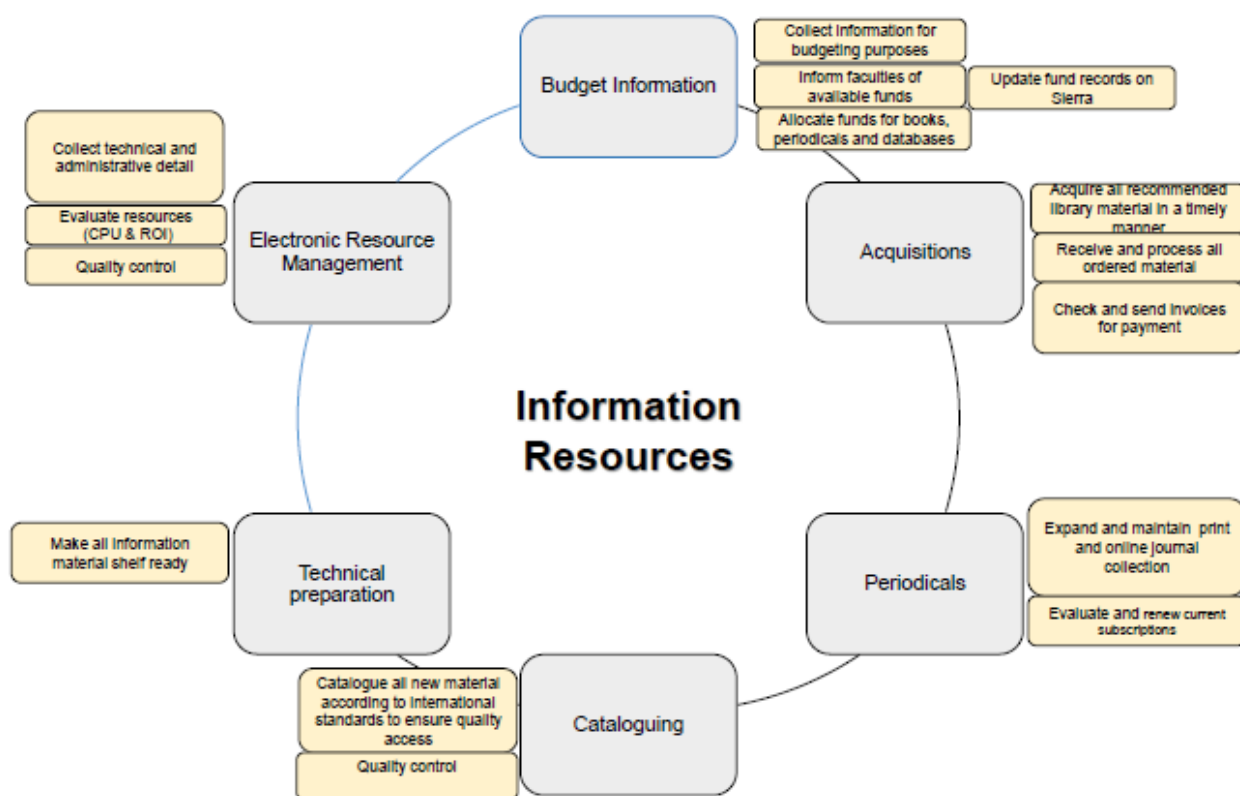
7.1.2 Information Resources

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 endeavours 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 forwarded to Cataloguing.

7.1.2.3.2 Cataloging

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's or user's location.

7.1.2.3.6 Budget information

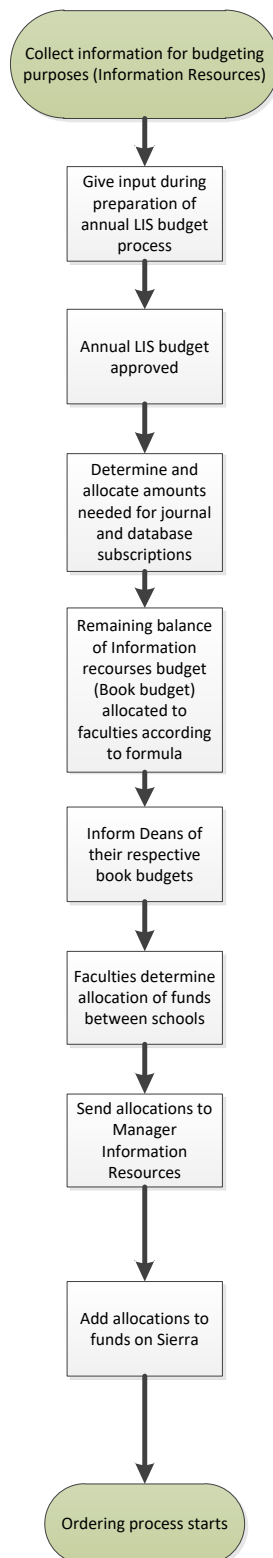
In addition to the salary, capital and operational budgets, the Library also receives an amount specifically earmarked for information resources (books, journals and electronic databases) as part of the approved University budget. This amount is allocated to the faculties according to stipulated guidelines. 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

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

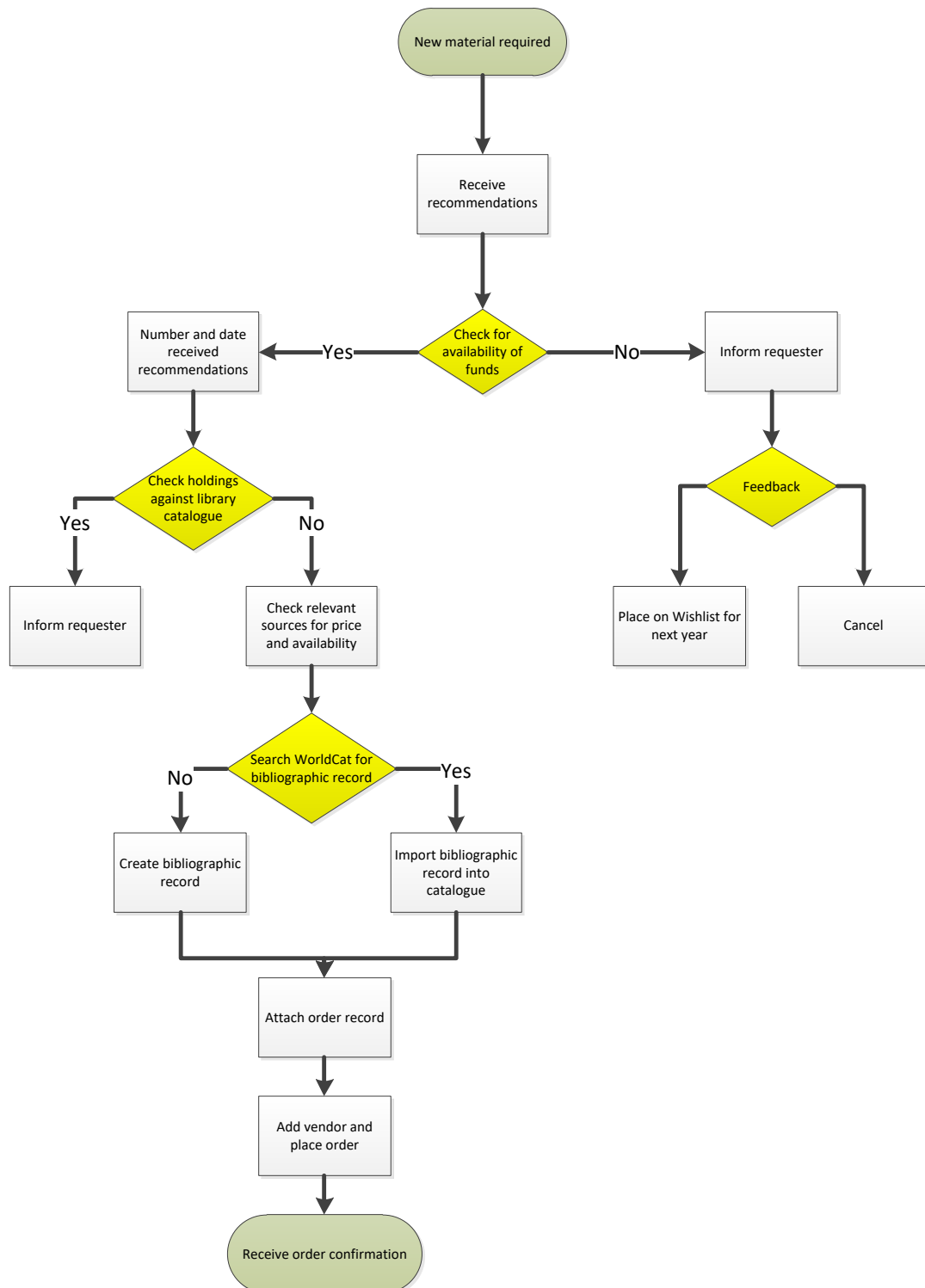
INFORMATION RESOURCES: BUDGET INFORMATION

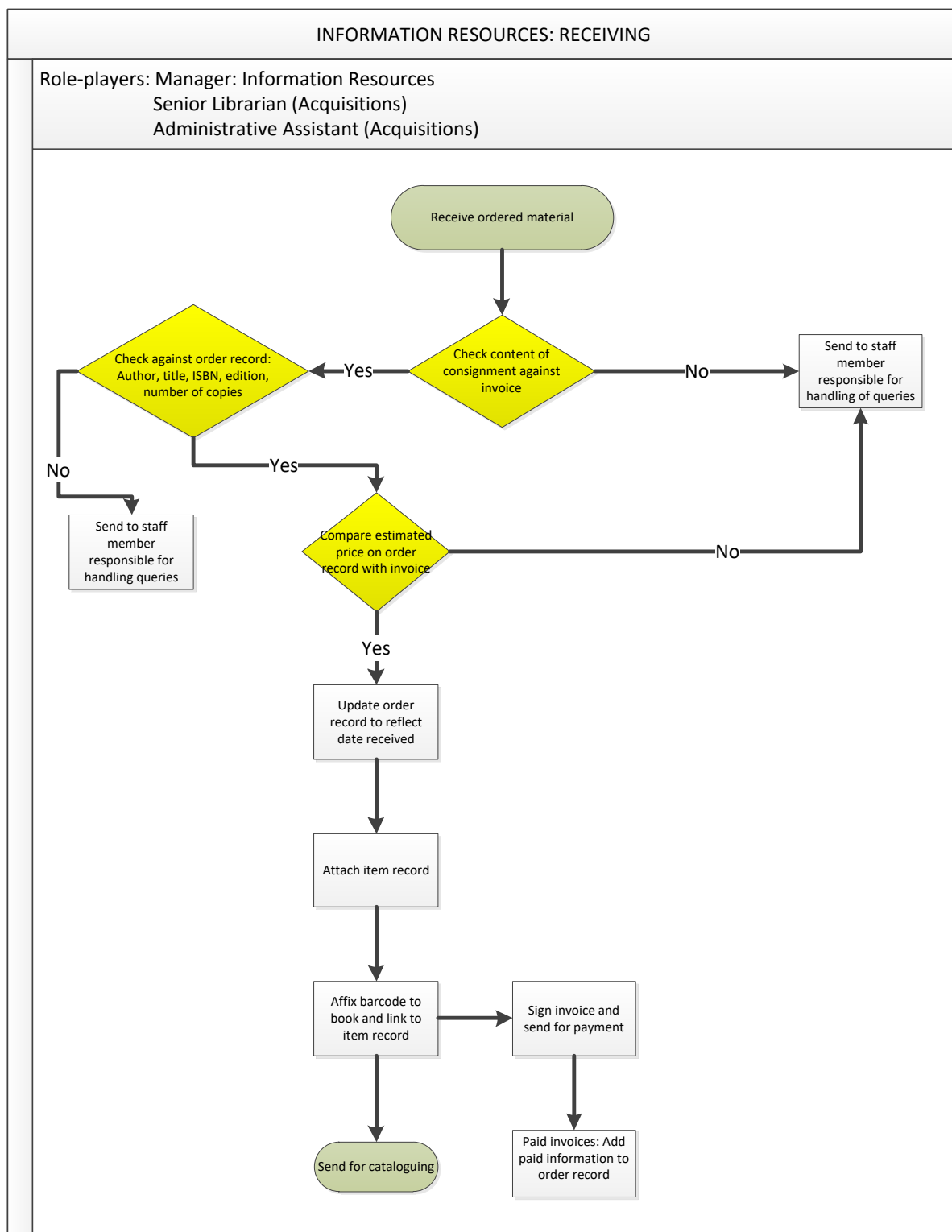
Role-players: Director: Shared Services
Manager: Information Resources



INFORMATION RESOURCES: ACQUISITIONS

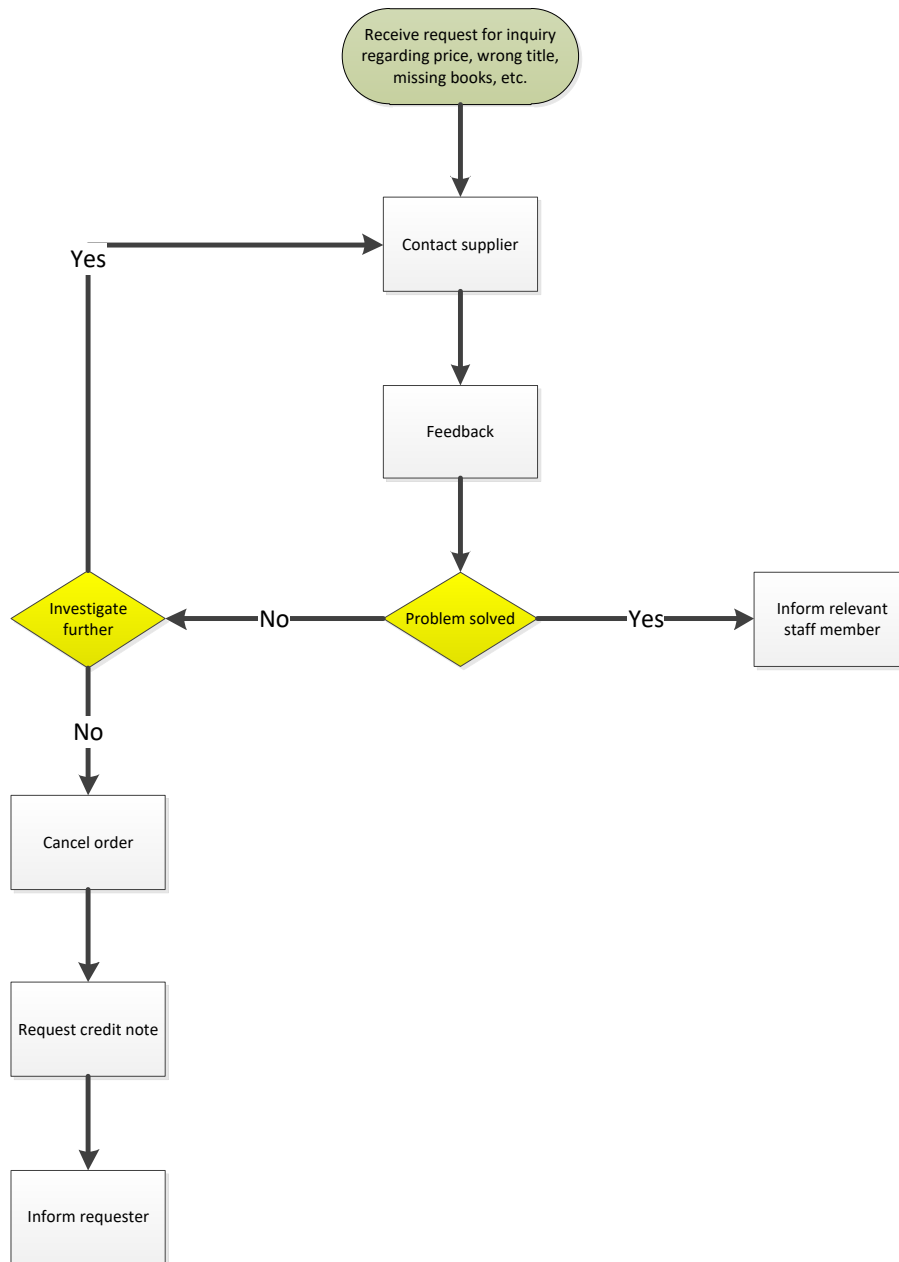
Role-players: Manager: Information Resources
 Senior Librarian (Acquisitions)
 Assistant Librarian (Acquisitions)

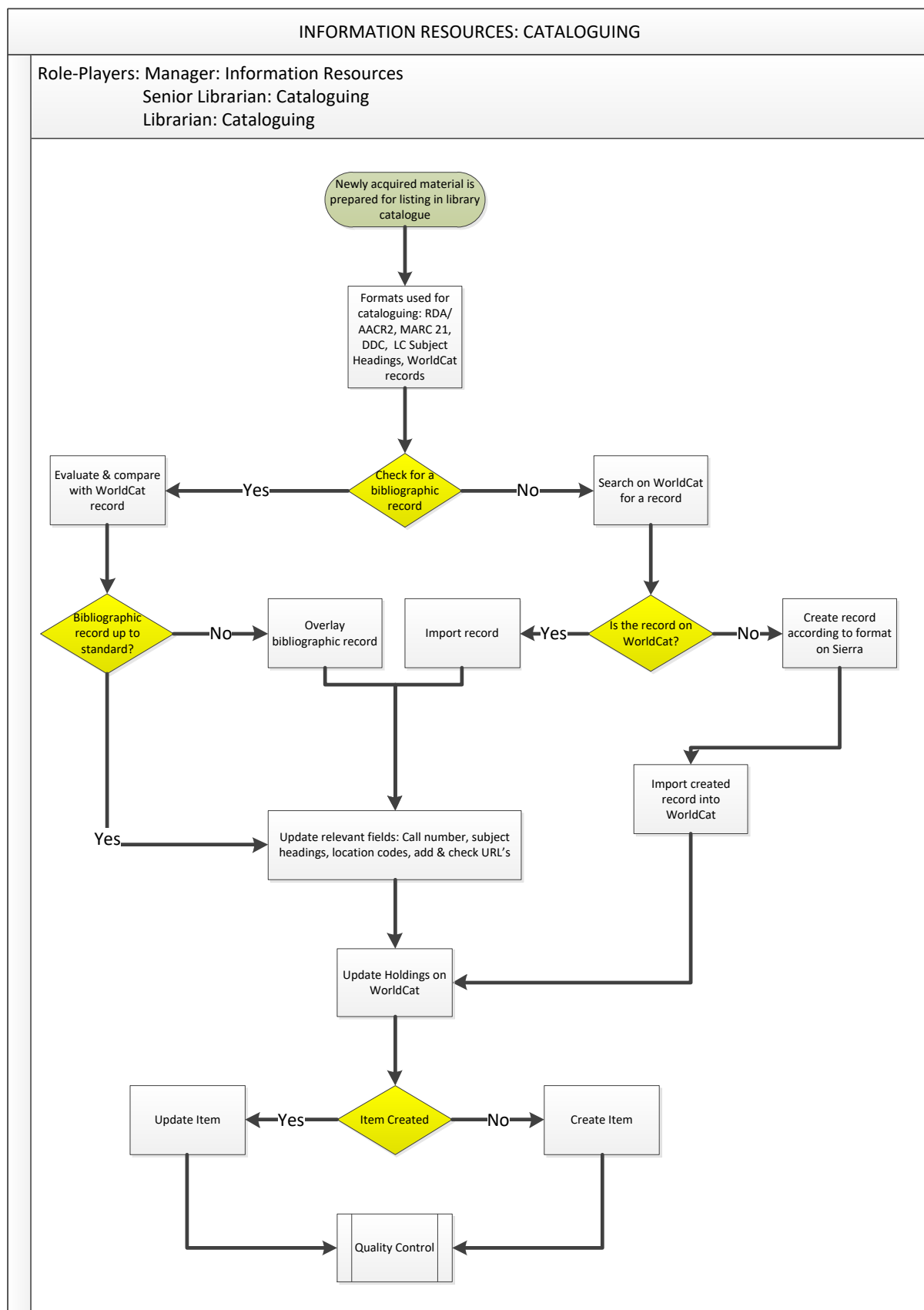


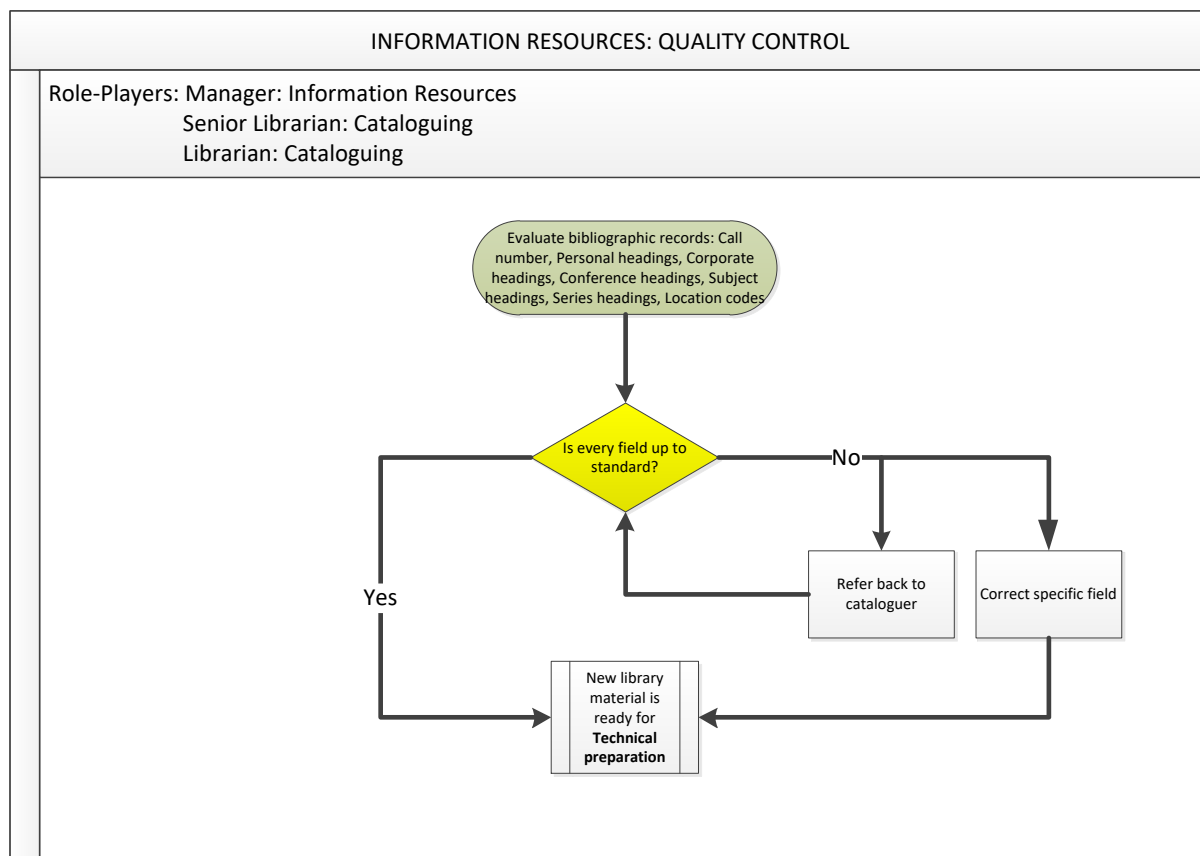


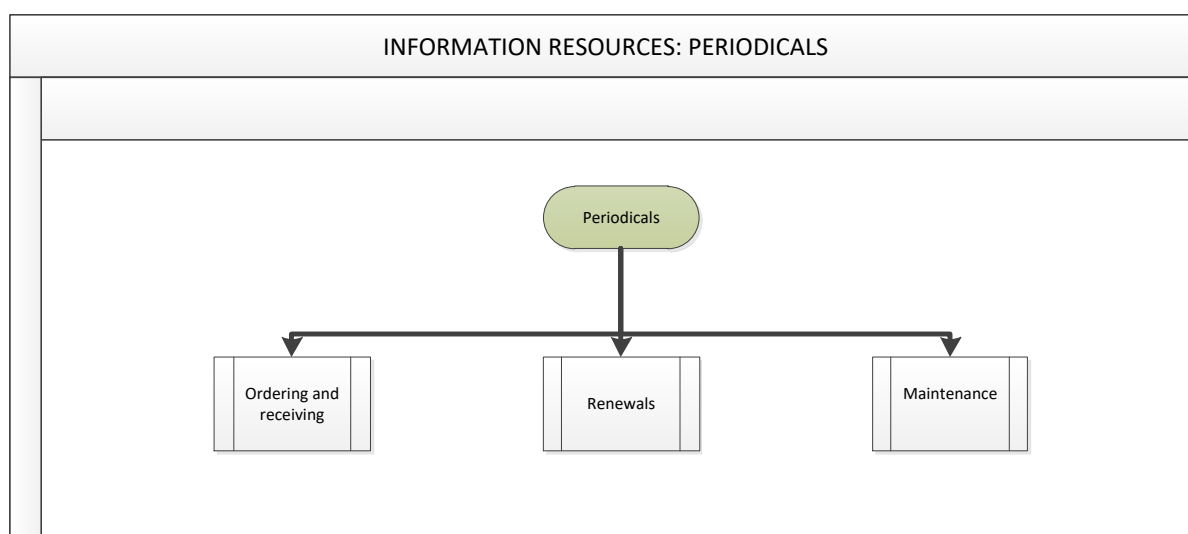
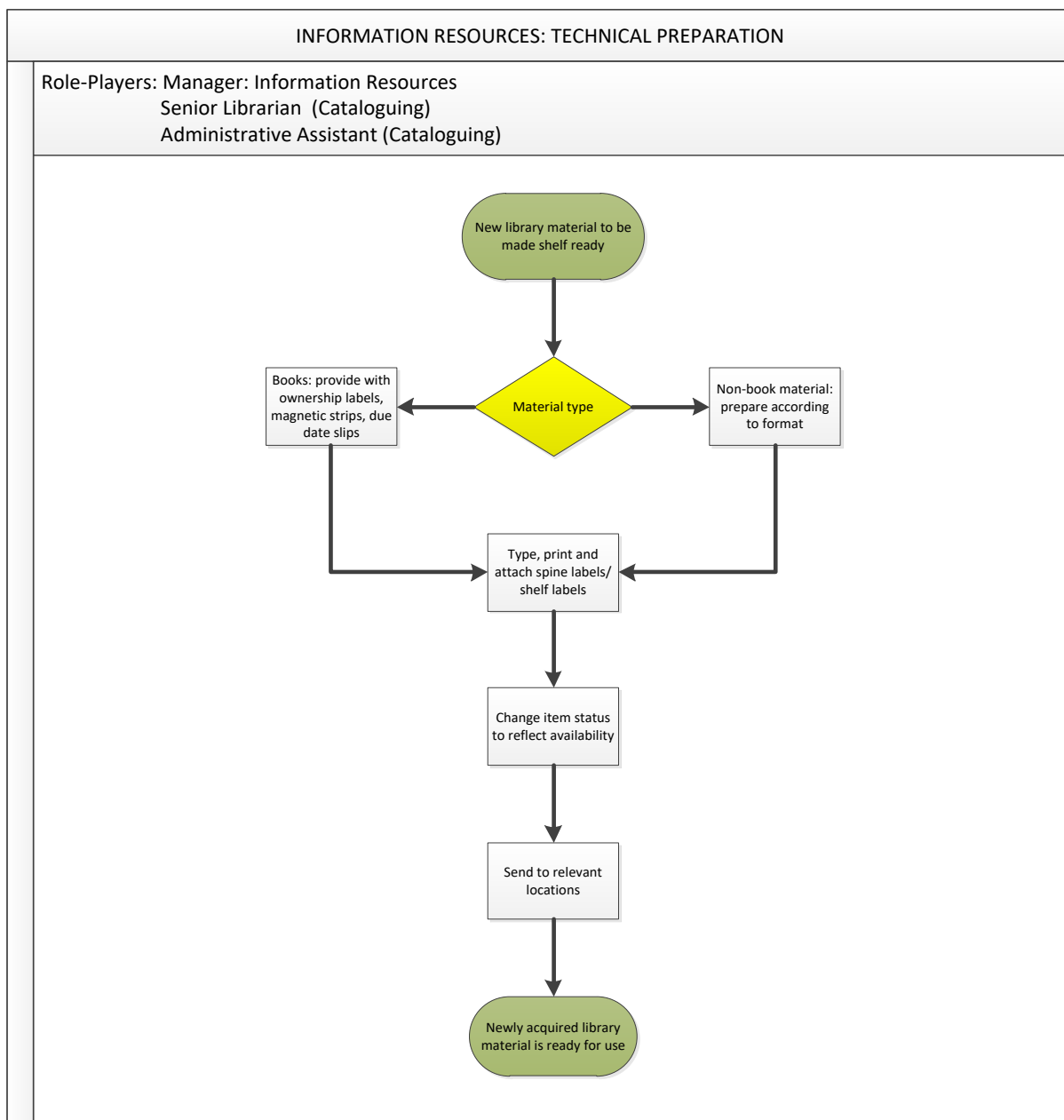
Information resources: Handling of Queries

Role-players: Manager: Information Resources
Senior Librarian (Acquisitions)
Assistant Librarian (Acquisitions)



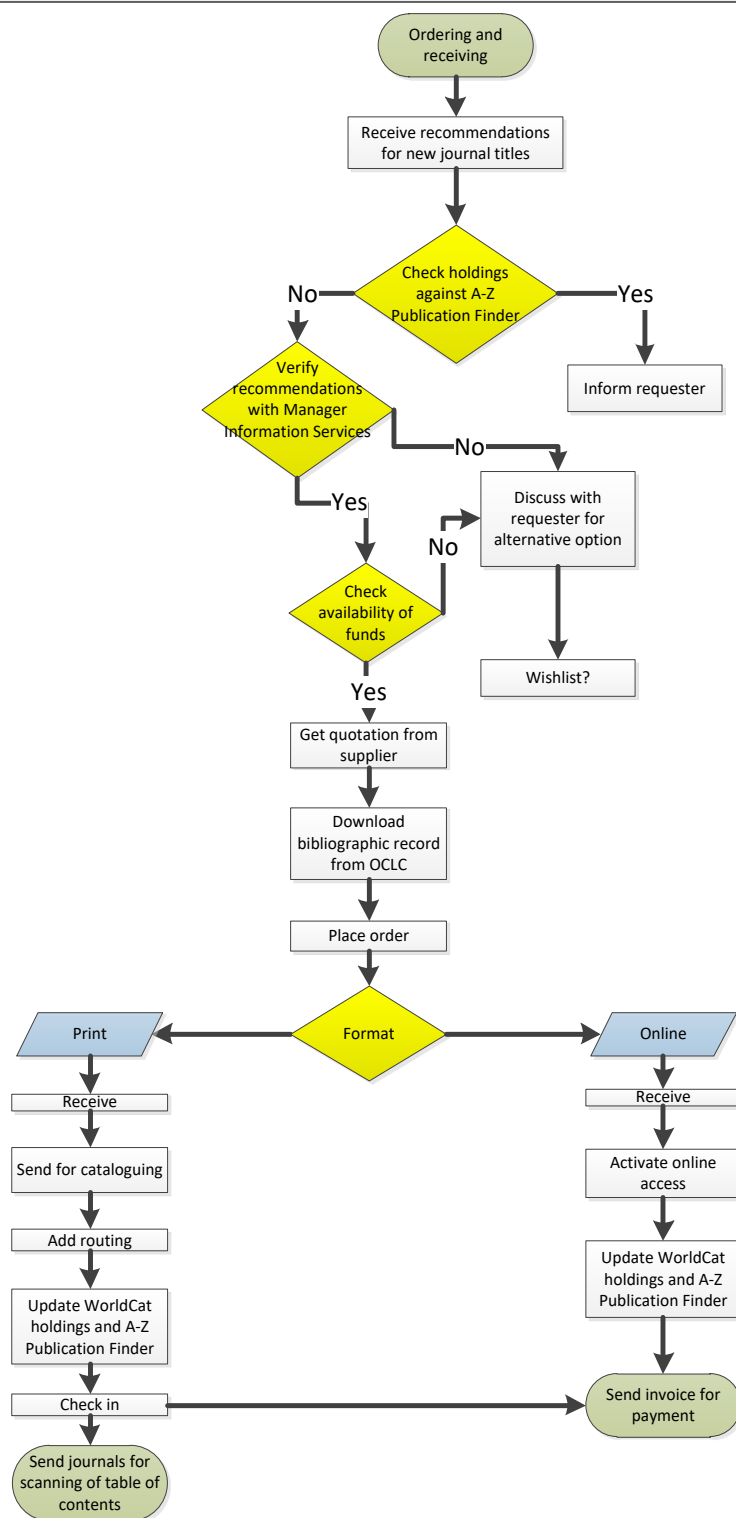






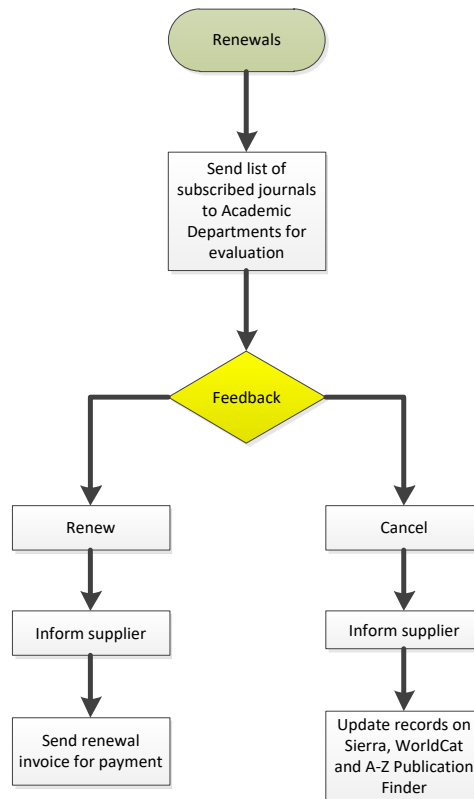
INFORMATION RESOURCES: PERIODICALS

Role-players: Manager: Information Resources & Information Services
 Senior Librarian (Periodicals) & Senior Librarian (ERM)
 Assistant Librarian (Periodicals)
 Administrative Assistant (Periodicals)



INFORMATION RESOURCES: PERIODICALS

Role-players: Manager: Information Resources
Senior Librarian (Periodicals) & Senior Librarian (ERM)
Assistant Librarian (Periodicals)



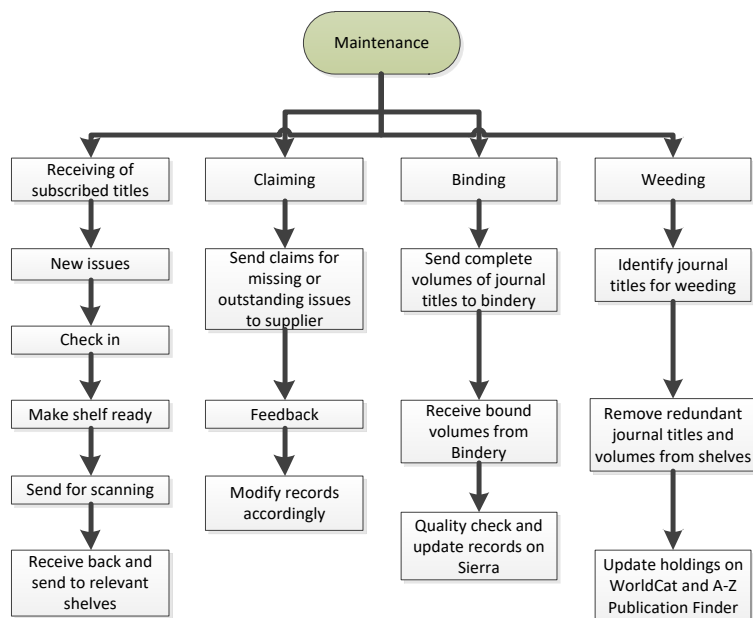
INFORMATION RESOURCES: PERIODICALS

Role-players: Manager: Information Resources

Senior Librarian (Periodicals) & Senior Librarian (ERM)

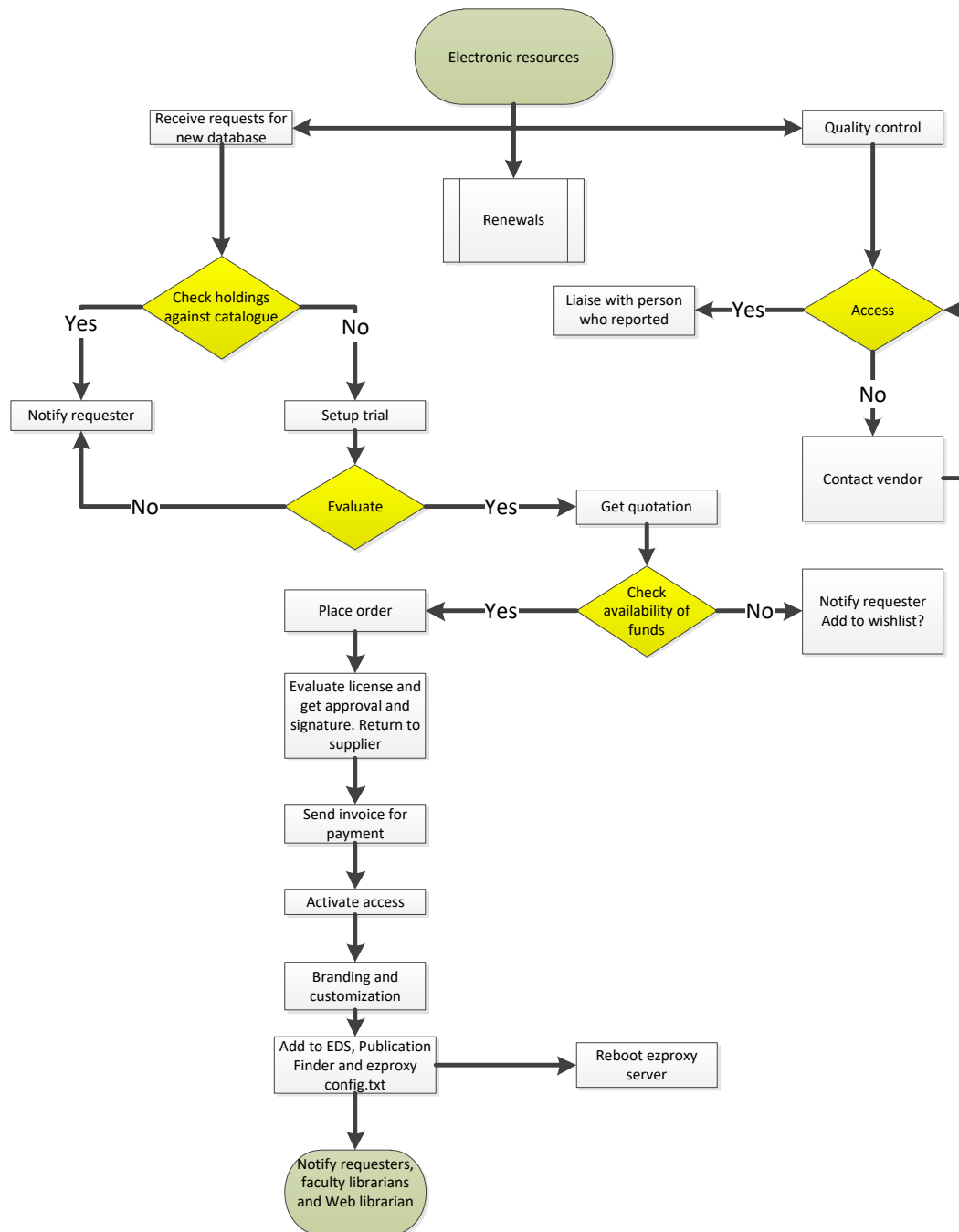
Assistant Librarian (Periodicals)

Administrative Assistant (Periodicals)



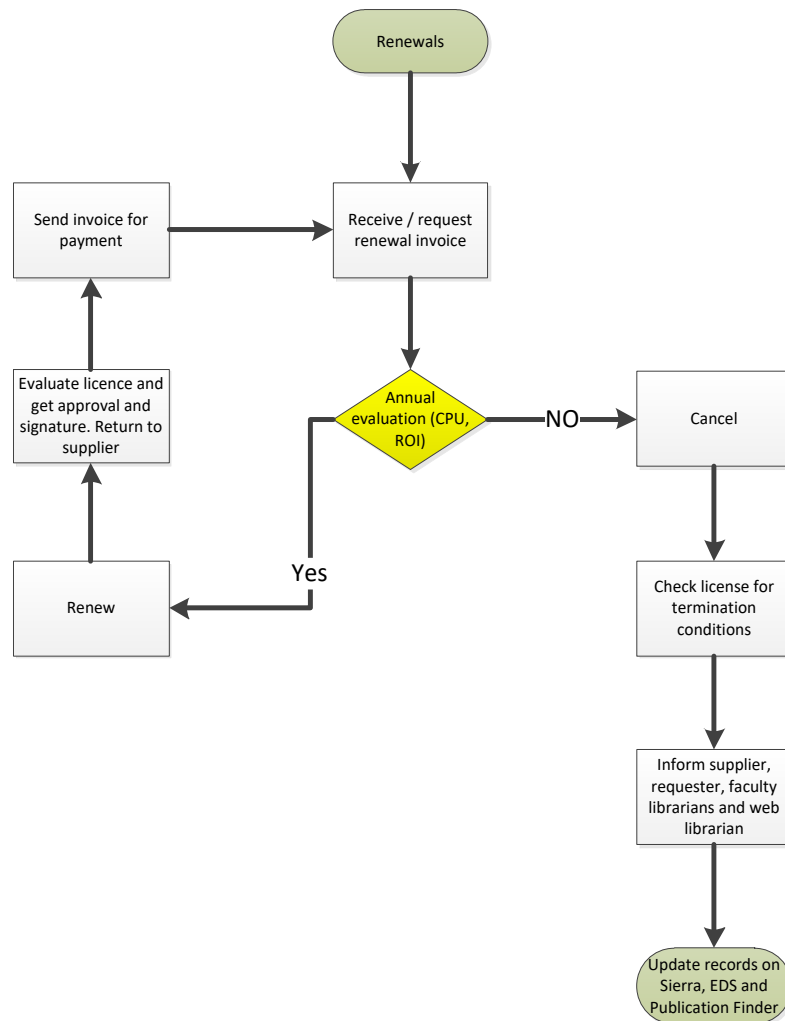
INFORMATION RESOURCES: ELECTRONIC RESOURCE MANAGEMENT (ERM)

Role-players: Manager: Information Resources
Senior Librarian (ERM)



INFORMATION RESOURCES: ELECTRONIC RESOURCE MANAGEMENT (ERM)

Role-players: Manager: Information Resources
Senior Librarian (ERM)



7.1.2.5 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 | 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 (Periodicals) | Provide in the current and future needs of our library users through the expanding and efficient maintenance of our print and electronic journal collection to support the research needs 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. |

7.1.2.6 Policies and Guidelines

- [LIS Collection Development Guidelines](#)

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. Short Loan is used particularly when books are required for class assignments, prescribed reading, and recommended reading.

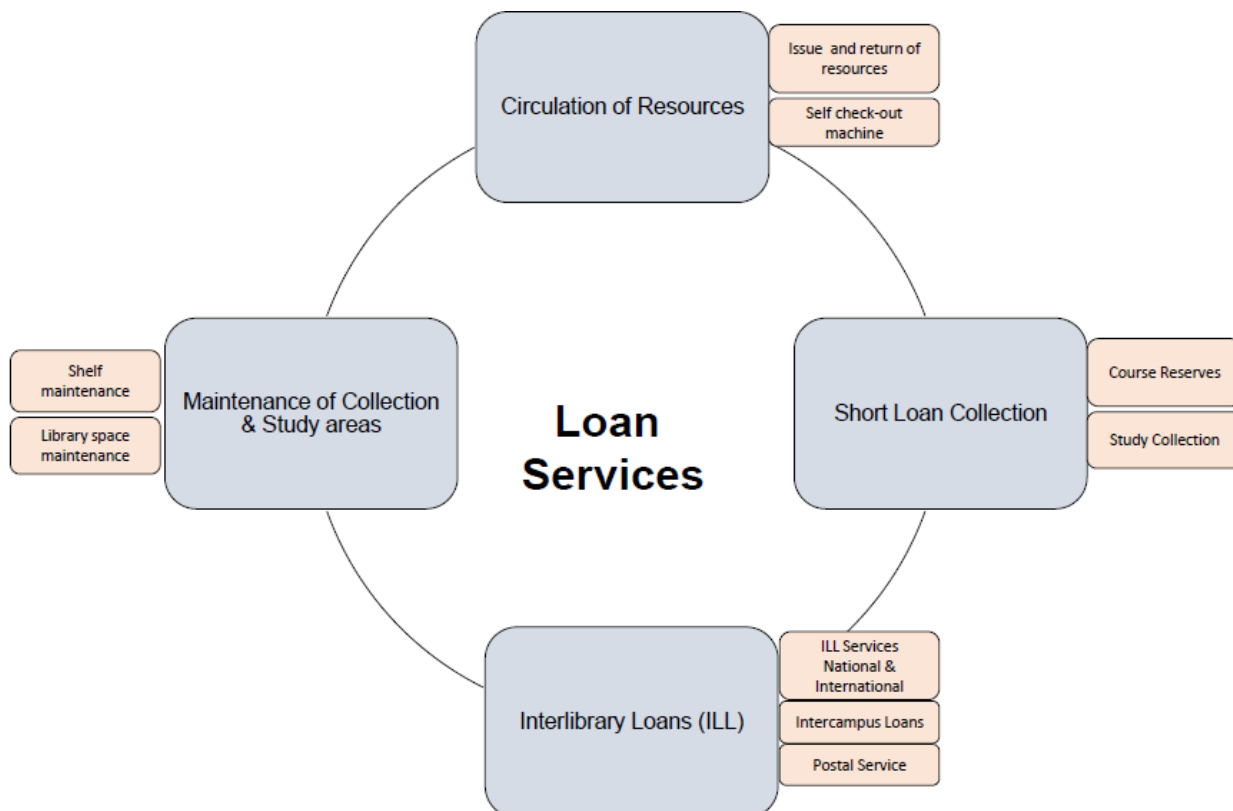
Loan Services may be regarded as a window to the Library and a premium is thus placed on the user friendliness and excellence of staff and services. The aim is to provide optimised and reliable systems to enable external and internal users to retrieve and use information sources, whether traditional, 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 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 in the Campus libraries and the four specialised branch libraries at Potchefstroom Campus

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.

Basic lending periods and renewal privileges are detailed in the *Library Procedures and Guidelines* and the section's information booklet.

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

7.1.3.3.2 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.

7.1.3.3.3 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.

7.1.3.3.4 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 borrow material from all NWU campus libraries through intercampus loans delivery service.

Postal service: The library also provides postal service to post graduate students enrolled in courses offered by NWU who are located outside the vicinity of NWU campus libraries but within South Africa. Documents that cannot be sent by e-mail can be sent through Post Office services or by courier, at borrower's cost.

7.1.3.3.5 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.

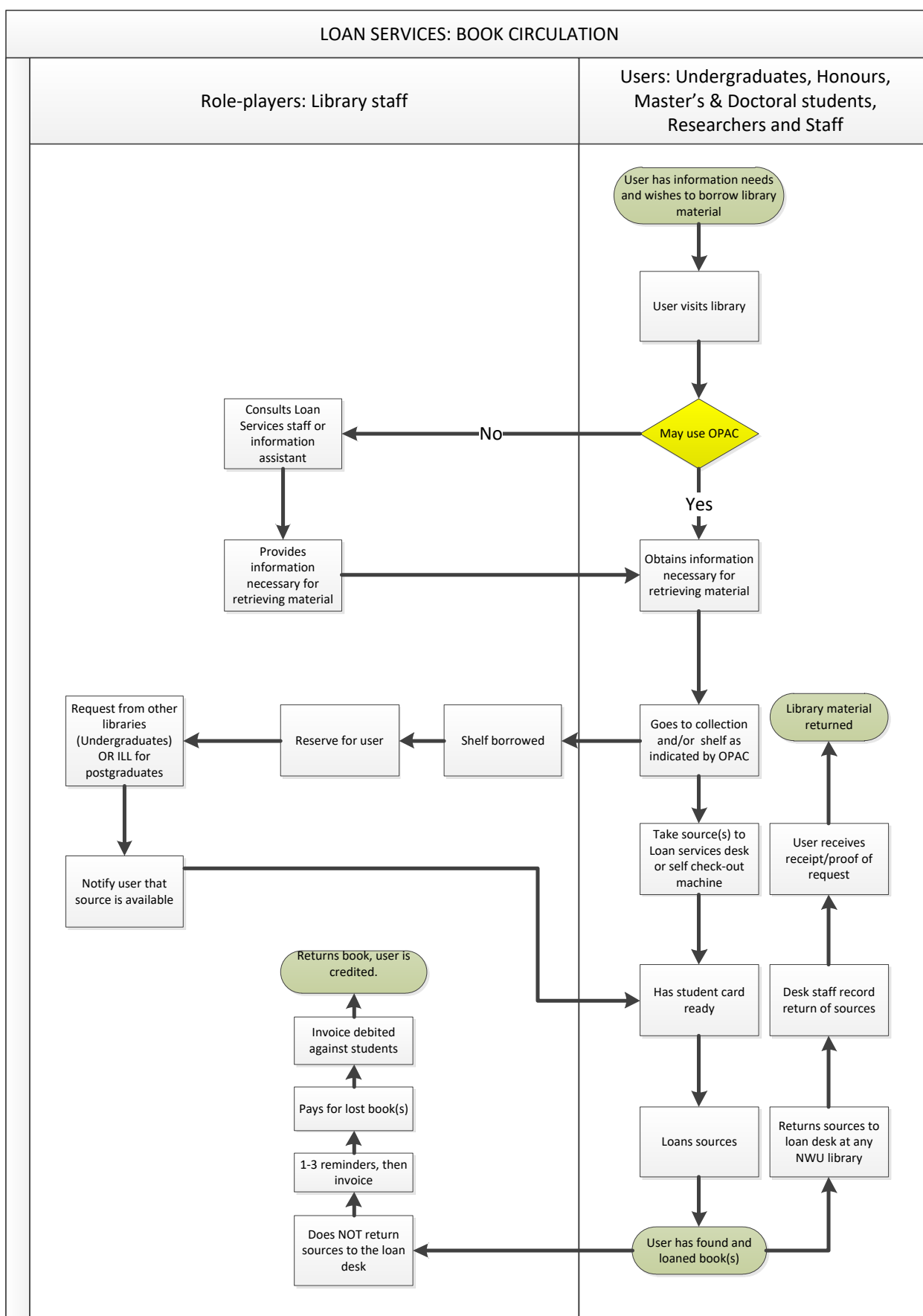
Study areas are divided as follows:

- 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;
- Group work areas, where students can do group work; and
- Seminar rooms: 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 library website.

7.1.3.4 **Diagrams and Flowcharts**

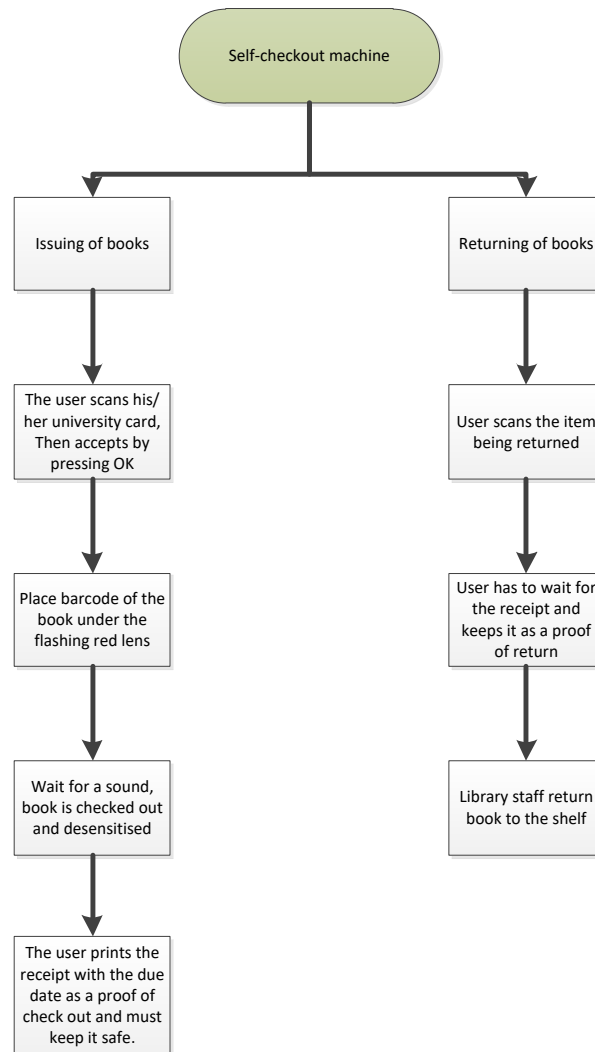
Visio flowcharts of the following processes are provided on the following pages:

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



LOAN SERVICES: SELF CHECK

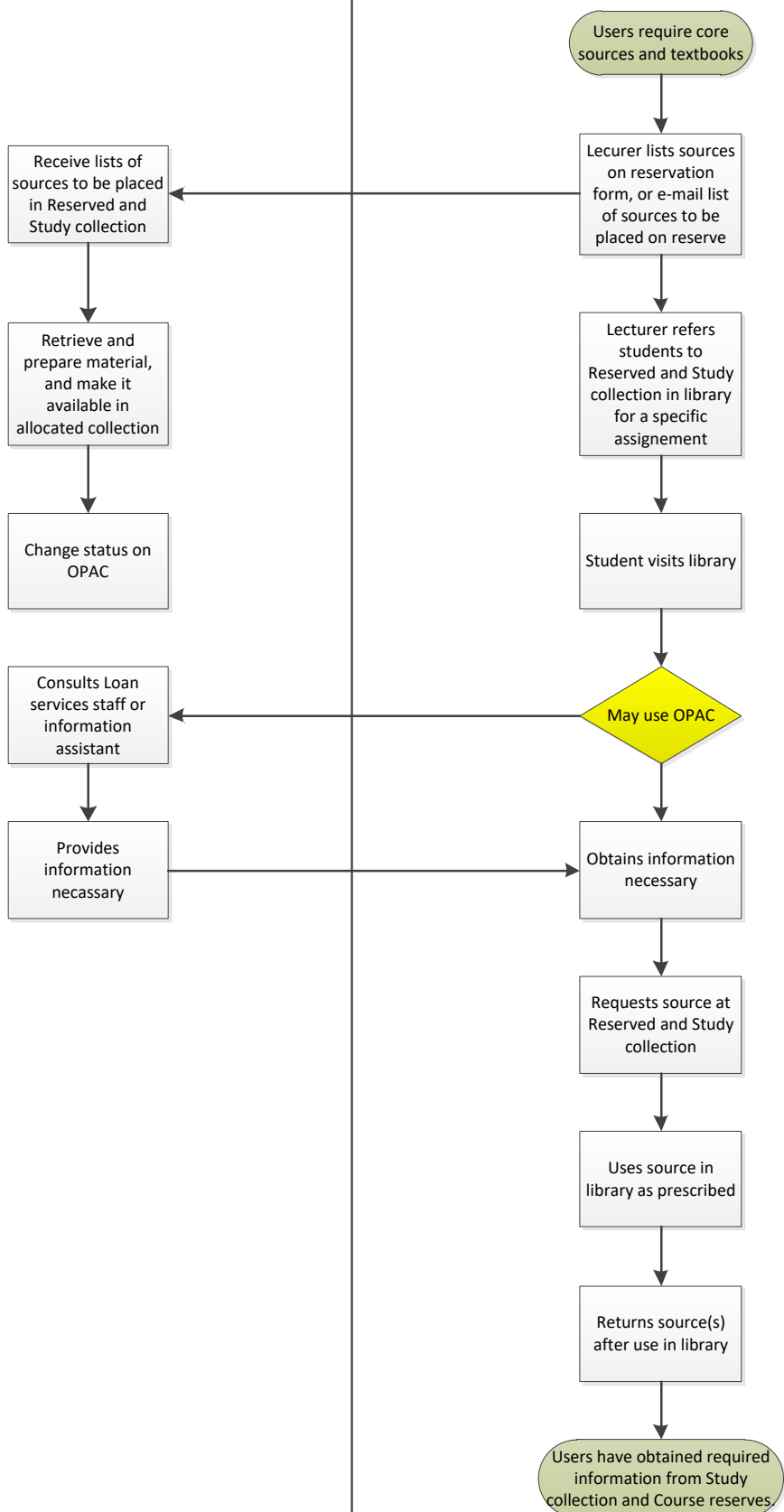
Users: NWU Library users



LOAN SERVICES: STUDY COLLECTION AND COURSE RESERVES

Role-players: Library staff

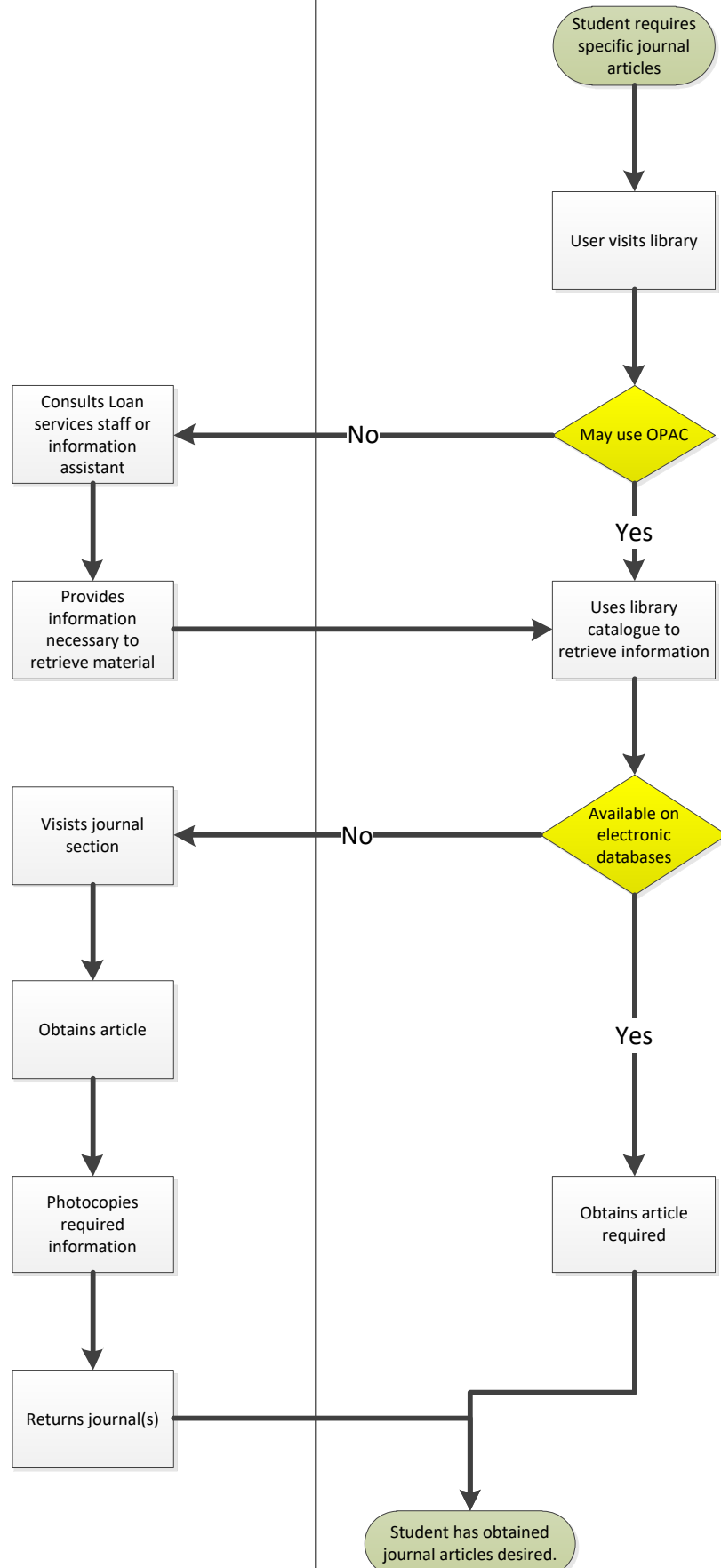
Users: Undergraduate, honours and master's and PHD's students



LOAN SERVICES: JOURNAL USE IN THE LIBRARY

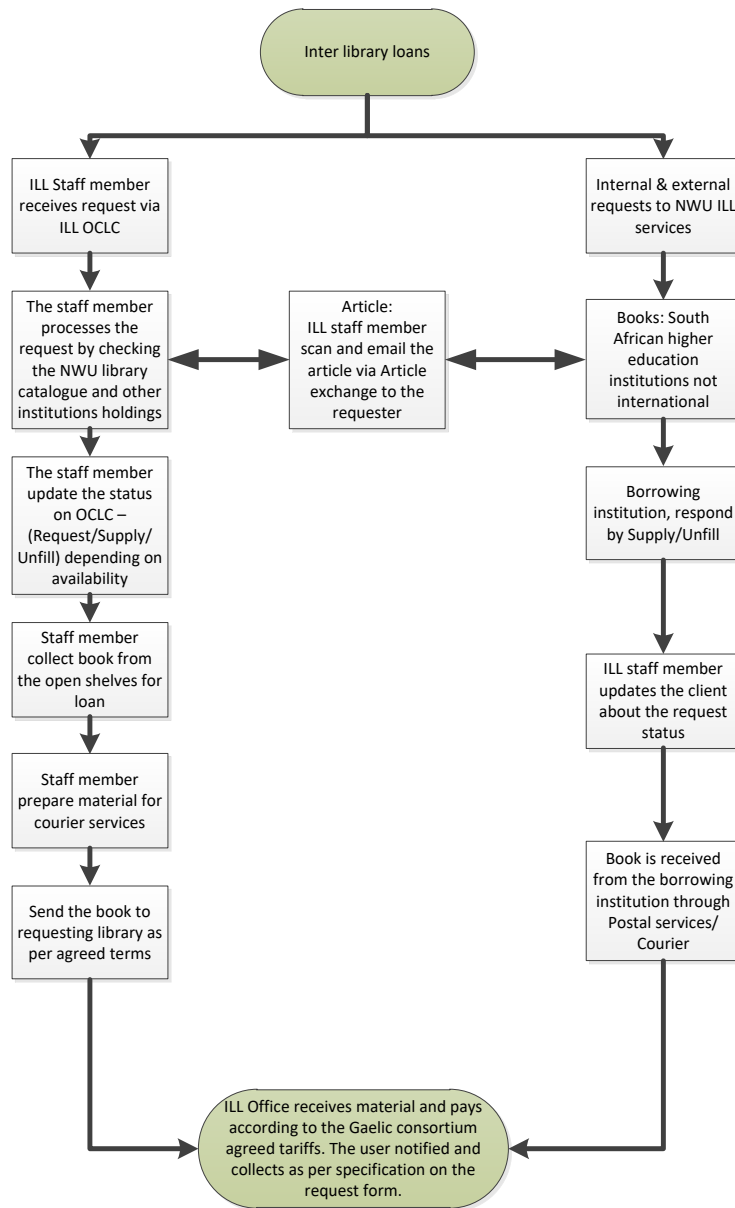
Role-players: Library staff

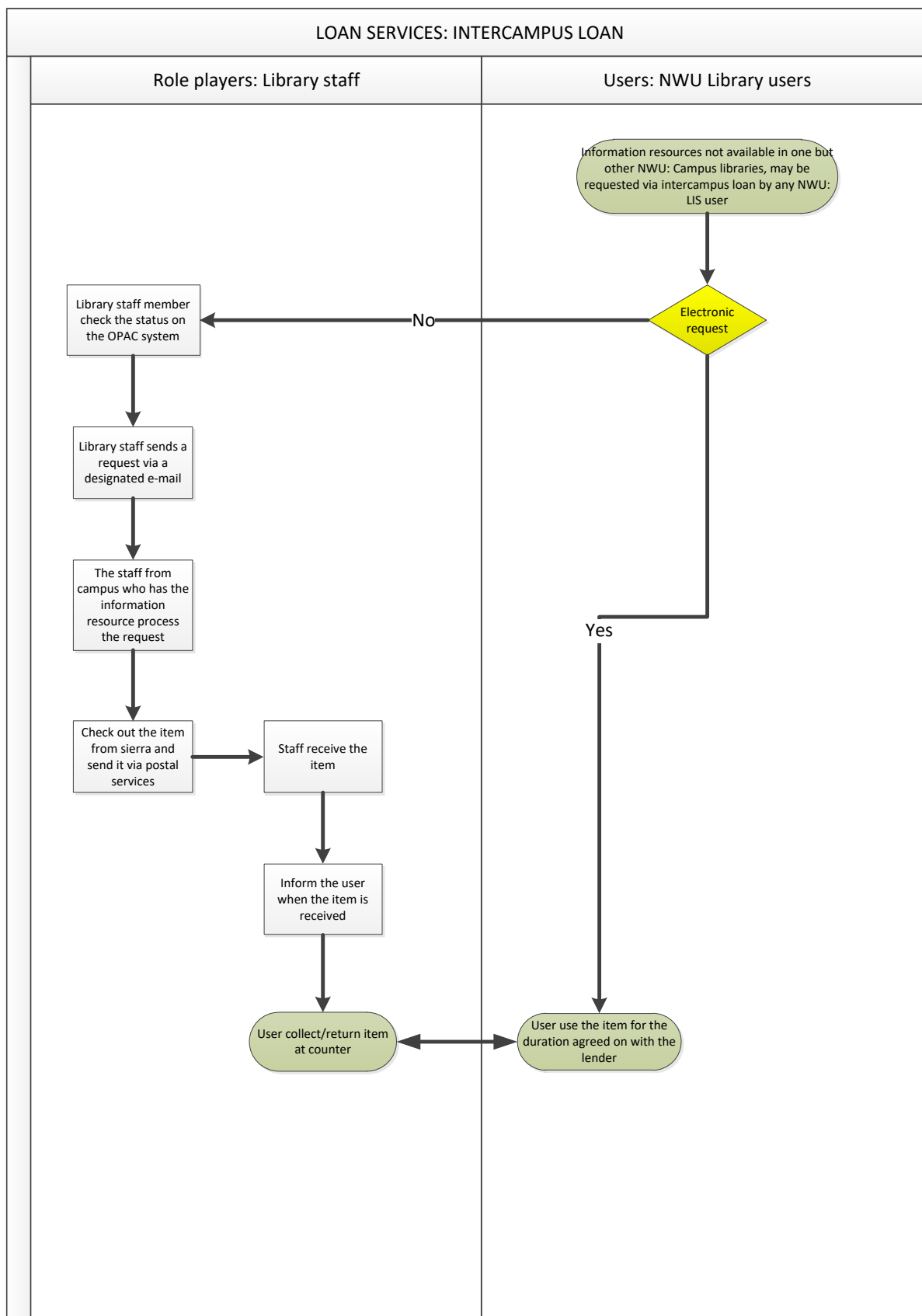
All users: In-library use of journals



LOAN SERVICES: INTERLIBRARY LOANS

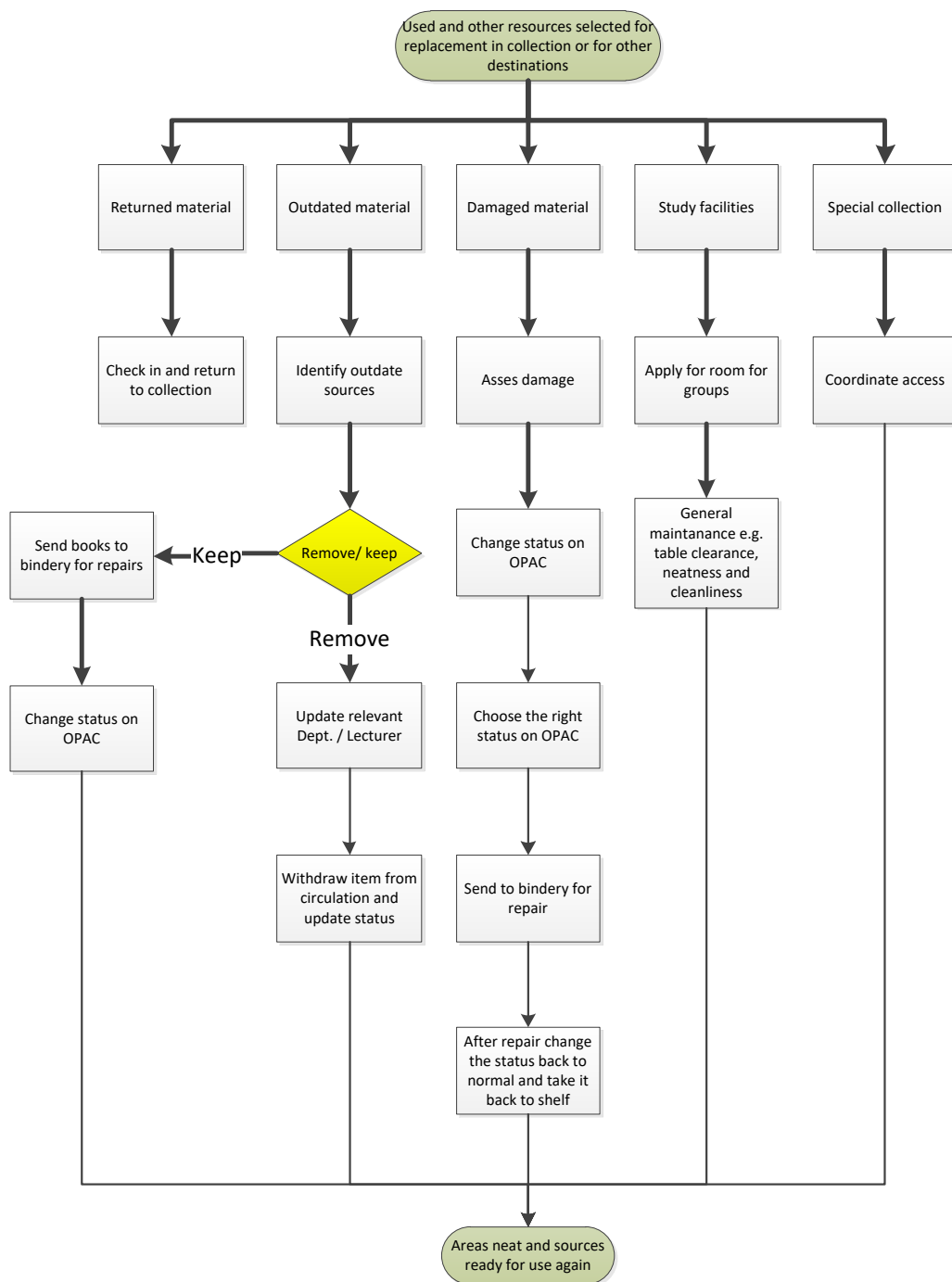
Role-players: Library staff





LOAN SERVICES: MAINTENANCE OF COLLECTIONS AND STUDY AREAS

Role-players: Library Staff



7.1.3.5 Key role players and responsibilities

| KEY ROLE PLAYERS | KEY ROLE ACTIVITIES |
|---------------------------------|--|
| Director Client Services | Lead and direct institutional library and information access services in Information Services for successful model delivery. |
| Managers Loan Services | Support the Director of Library 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 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. |
| Librarians Loan Services | Deliver a strong supportive role with regard to the management and control of Loan Services. Responsible for projects related to Loan Services as well as the Library's community involvement. |

7.1.3.6 Policies and Guidelines

- [LIS Circulation Guidelines](#)
- [LIS Interlibrary Loan Guidelines](#)

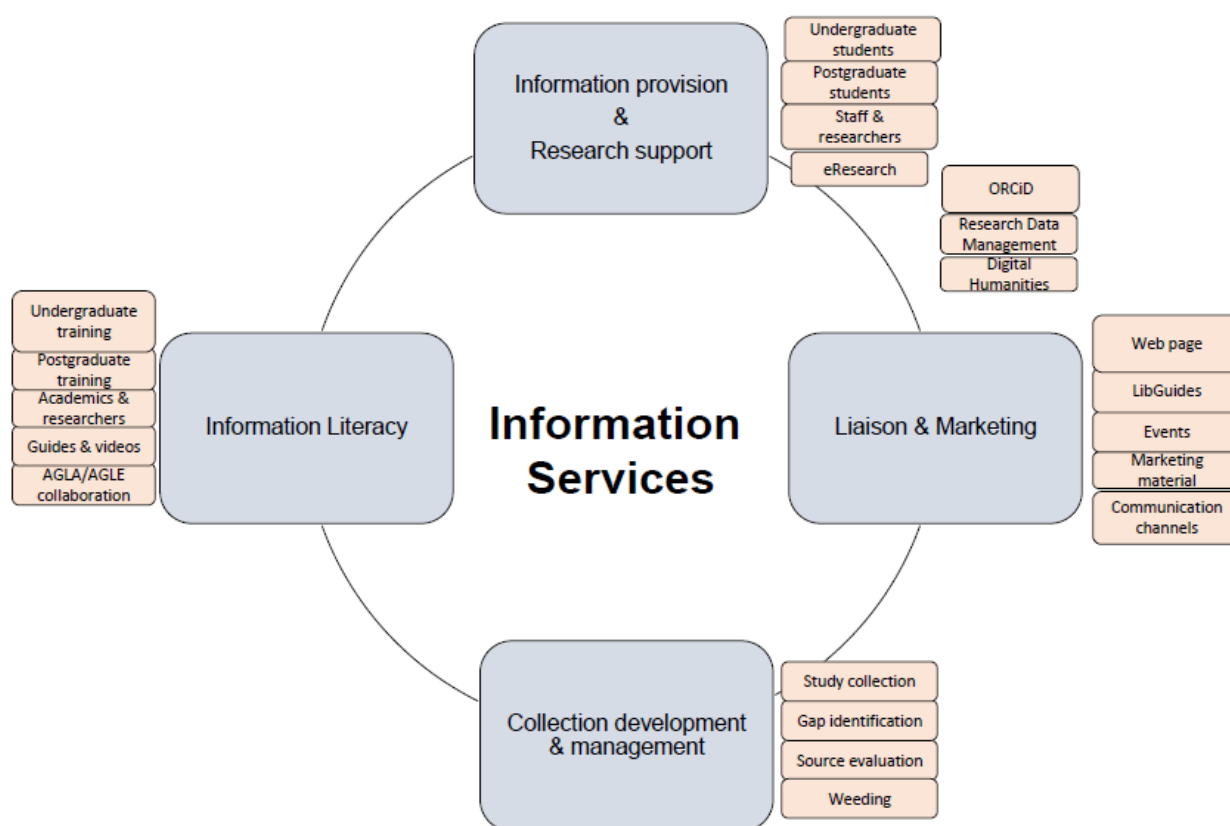
7.1.4 Information Services

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 the provision of a comprehensive information service to academics, researchers and students at the NWU in support of quality teaching and research. An information service is provided to users categorised according to the guidelines in the *Services according to user categories* document.

7.1.4.3.2 Training and awareness raising sessions

The training and awareness-raising sessions offered by the Faculty Librarians, Librarians for Research 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. The Faculty Librarian and Librarians Research and Undergraduate Support responsible for training address the research needs of postgraduate students and other researchers through training in the use of

Endnote and other research tools. Training session evaluations ensure that training sessions are adjusted to users' needs and changing circumstances.

Undergraduate students often feel overwhelmed by the number of information sources available and the accompanying information skills required of them 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 move amongst users proactively and provide assistance as needed. These staff members offer important support to students in their initial years of study.

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, research is promoted 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; marketing material, for example year planners for the whole institution; attendance of school meetings; and regular notices of new acquisitions.

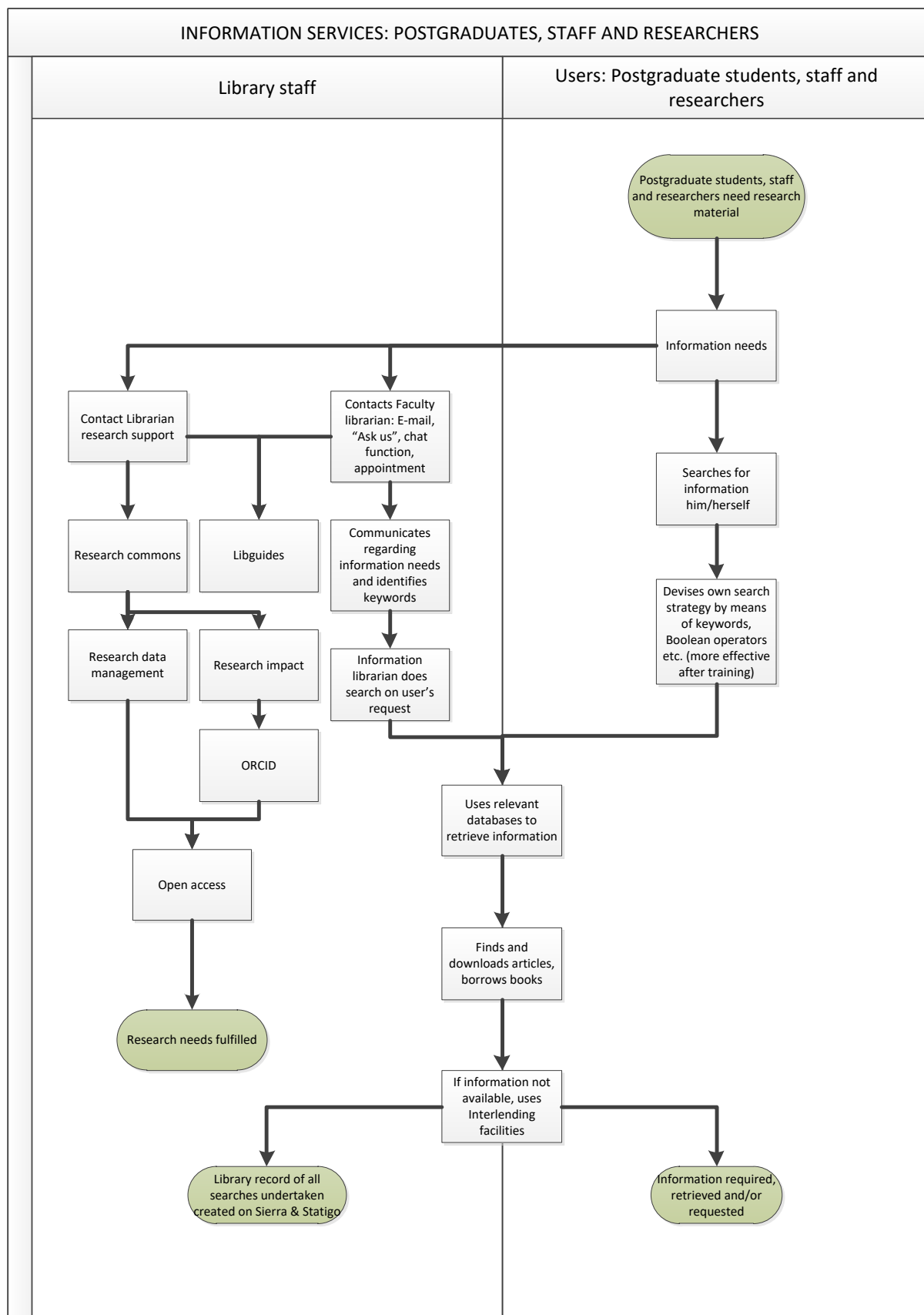
7.1.4.3.4 Collection development

As information staff interact with users when providing information, they are in the ideal position to identify gaps and contribute to developing the collection. 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.

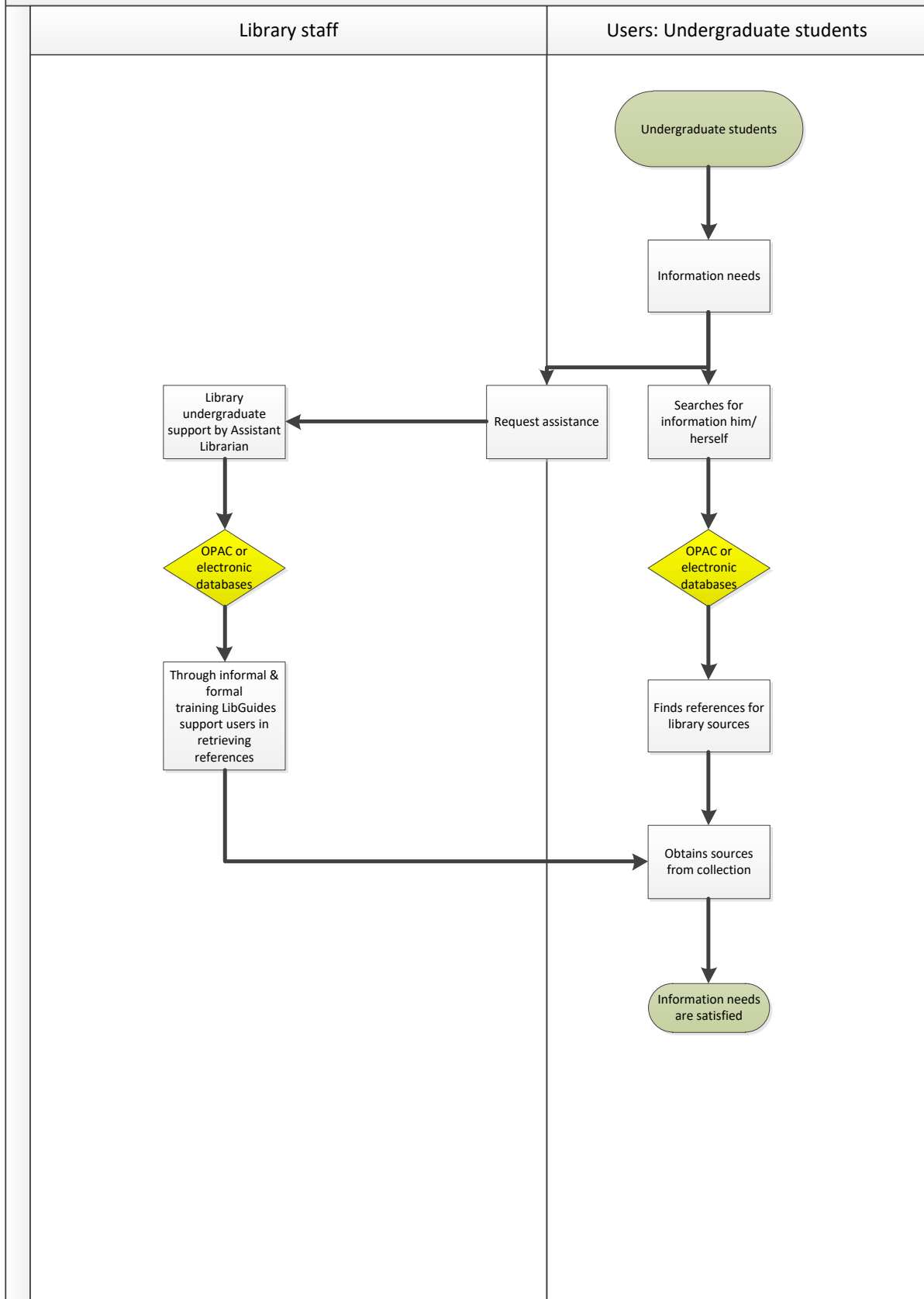
7.1.4.4 Diagrams and Flowcharts

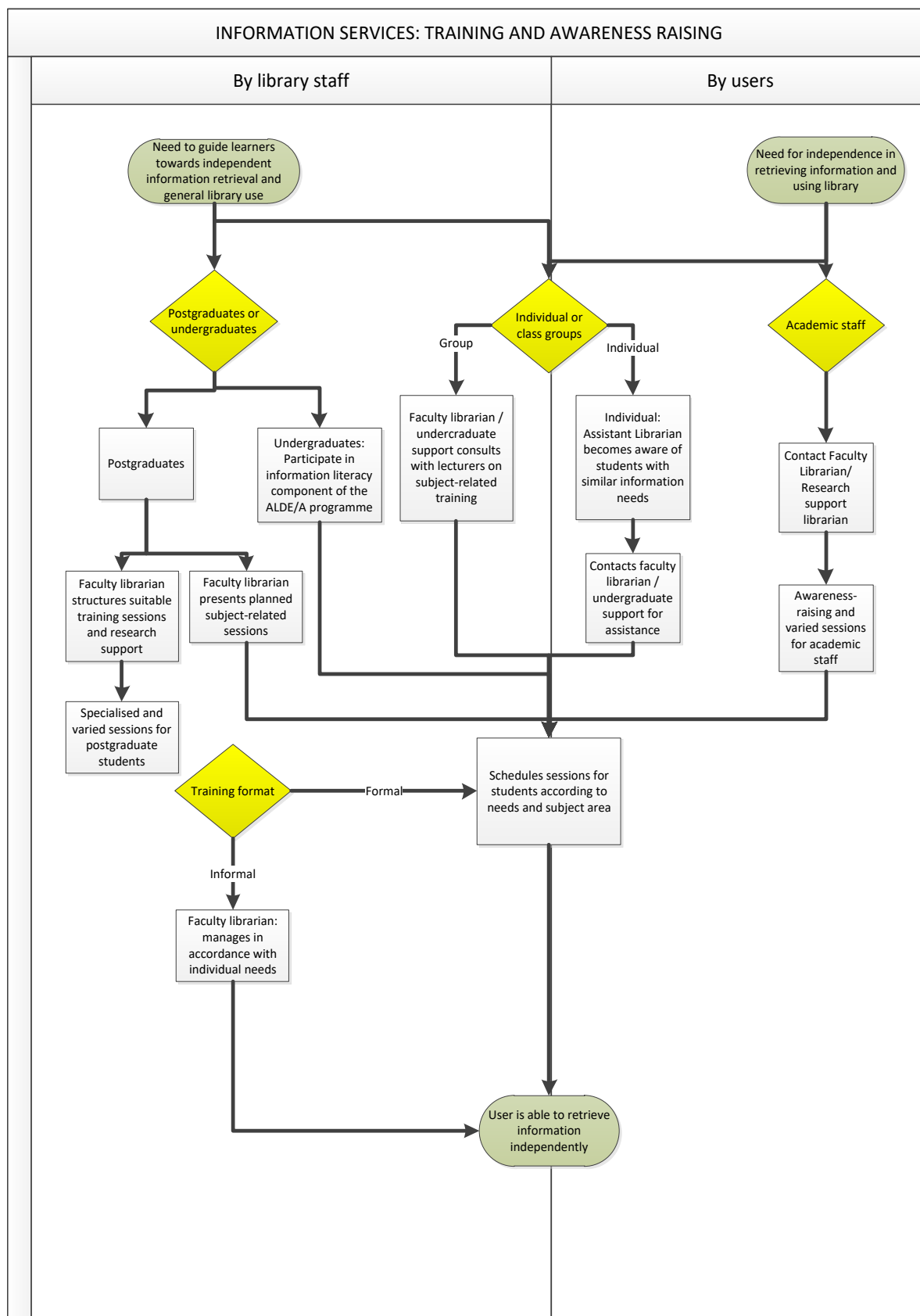
Visio flowcharts of the following processes are given on the following pages:

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



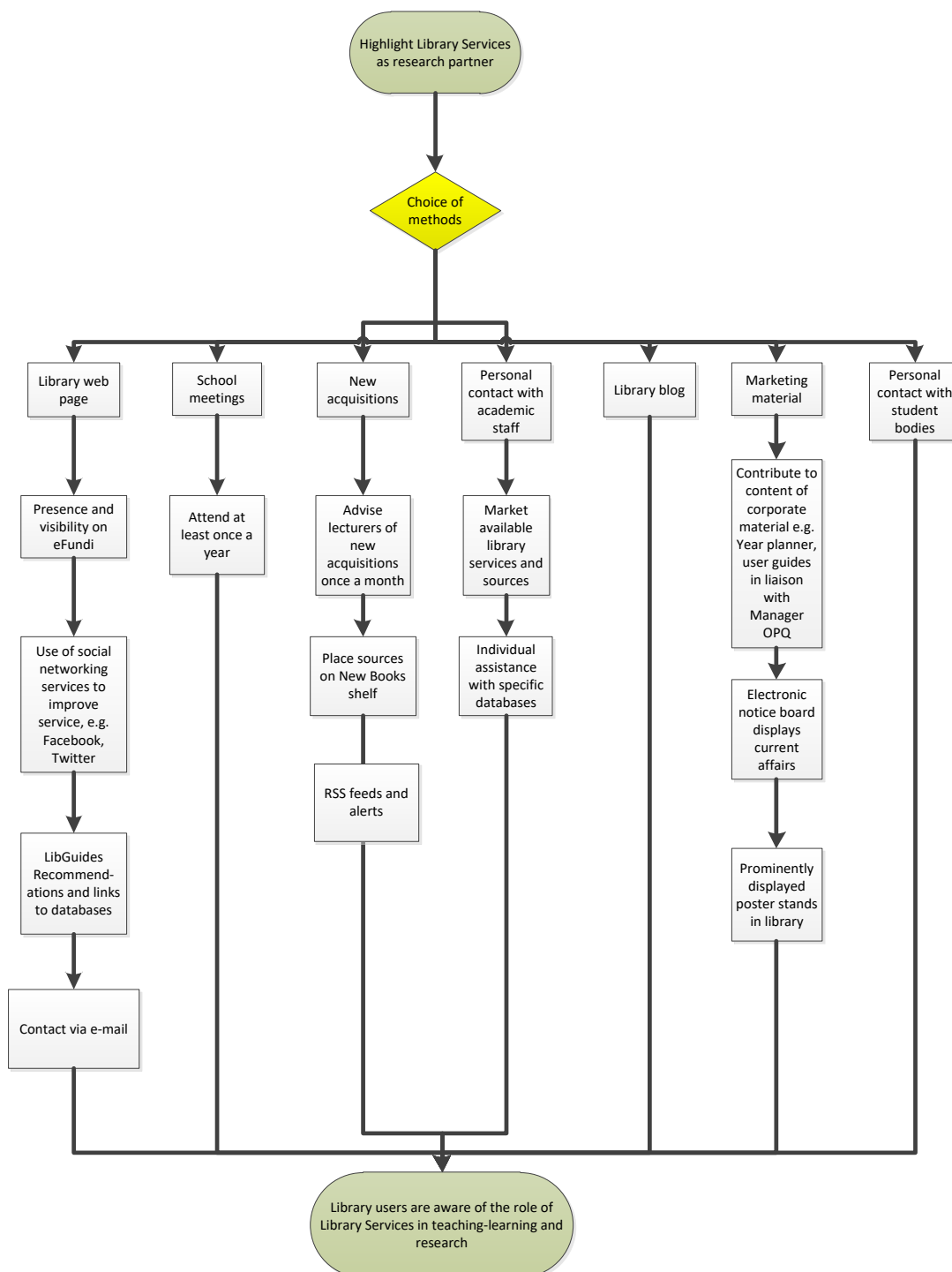
INFORMATION SERVICES: UNDERGRADUATE STUDENTS





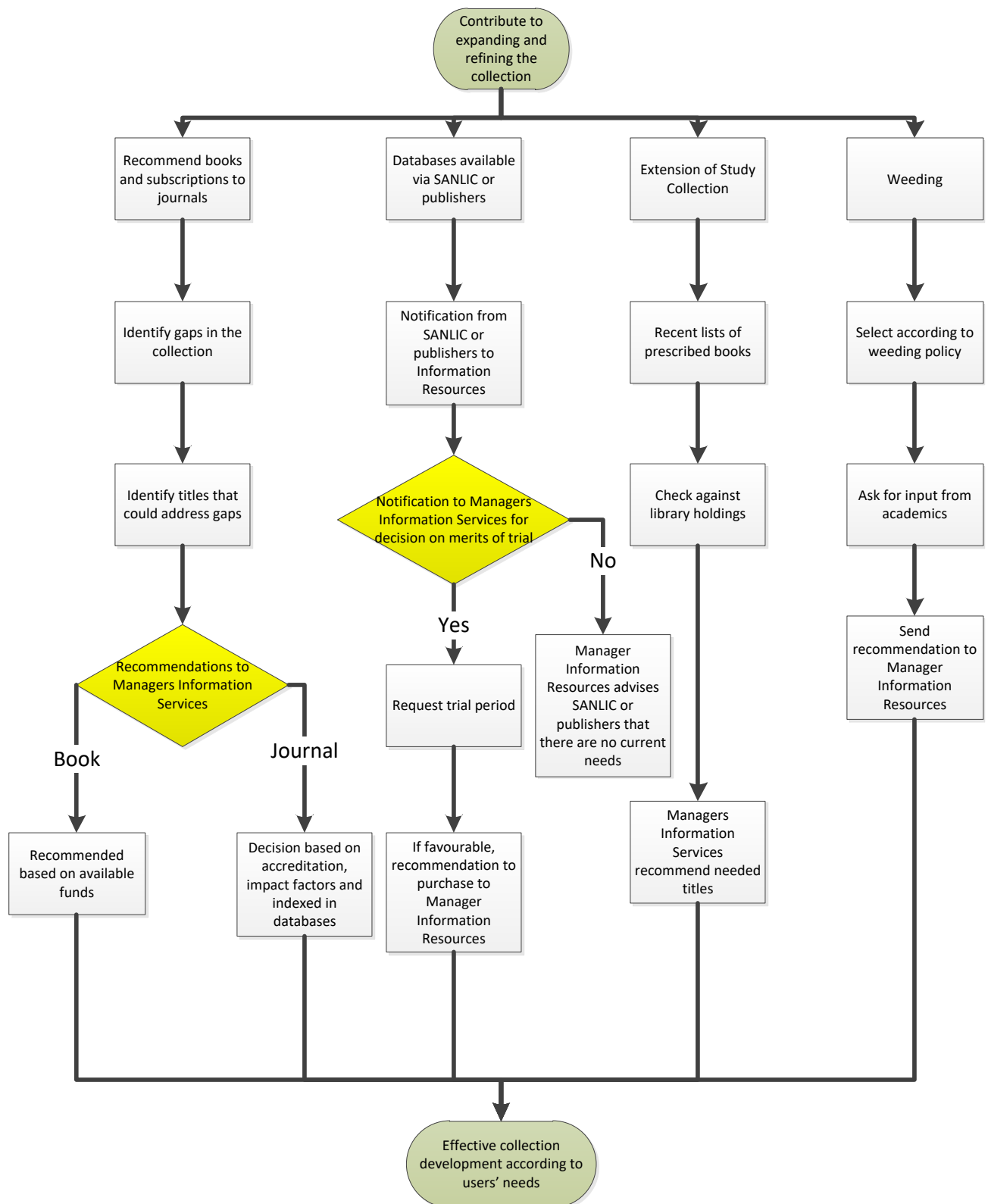
INFORMATION SERVICES: LIAISON AND MARKETING

Library staff



INFORMATION SERVICES: COLLECTION DEVELOPMENT

Role-players: Library staff



7.1.4.5 Key role players and responsibilities

| KEY ROLE PLAYERS | KEY ROLE ACTIVITIES |
|--|--|
| Director Client Services | Lead and direct institutional library and information access services in particular Loan and Information Services for success model delivery. |
| Managers Information Services | Information Services support the Director Client 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

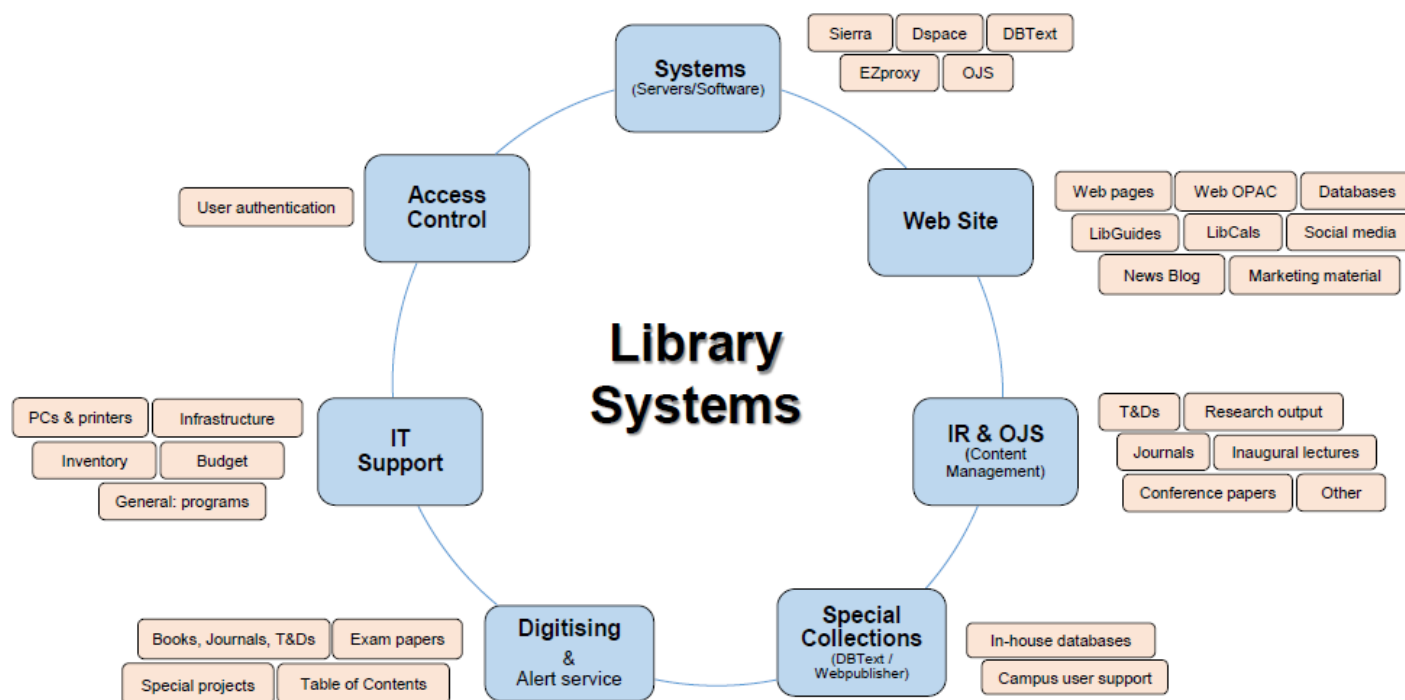
- [LIS Information Literacy Guidelines](#)
- Guidelines on Services according to user categories

7.1.5 Library Systems

7.1.5.1 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.

7.1.5.2 Processes



7.1.5.3 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.

7.1.5.4 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.

7.1.5.5 Institutional Repository (NWU-IR: Boloka) and OJS

The NWU-IR provides a digital online archive that in one central place collects, preserves and distributes to the wider community research material created by members of the North-West University, in order to transform and position the university as a unitary institution of superior academic excellence with a commitment to social justice.

The objective of the NWU-IR is to increase the visibility, availability and impact of the research output through Open Access, search engine indexing (e.g. Google) and harvesting by several initiatives.

Collections 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 highlighting the benefits of the IR, especially during the 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.

7.1.5.6 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.

7.1.5.7 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.

7.1.5.8 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.

7.1.5.9 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.

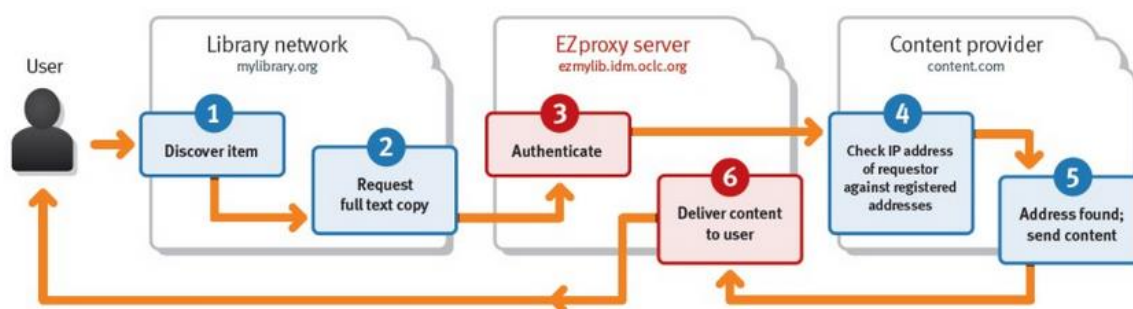


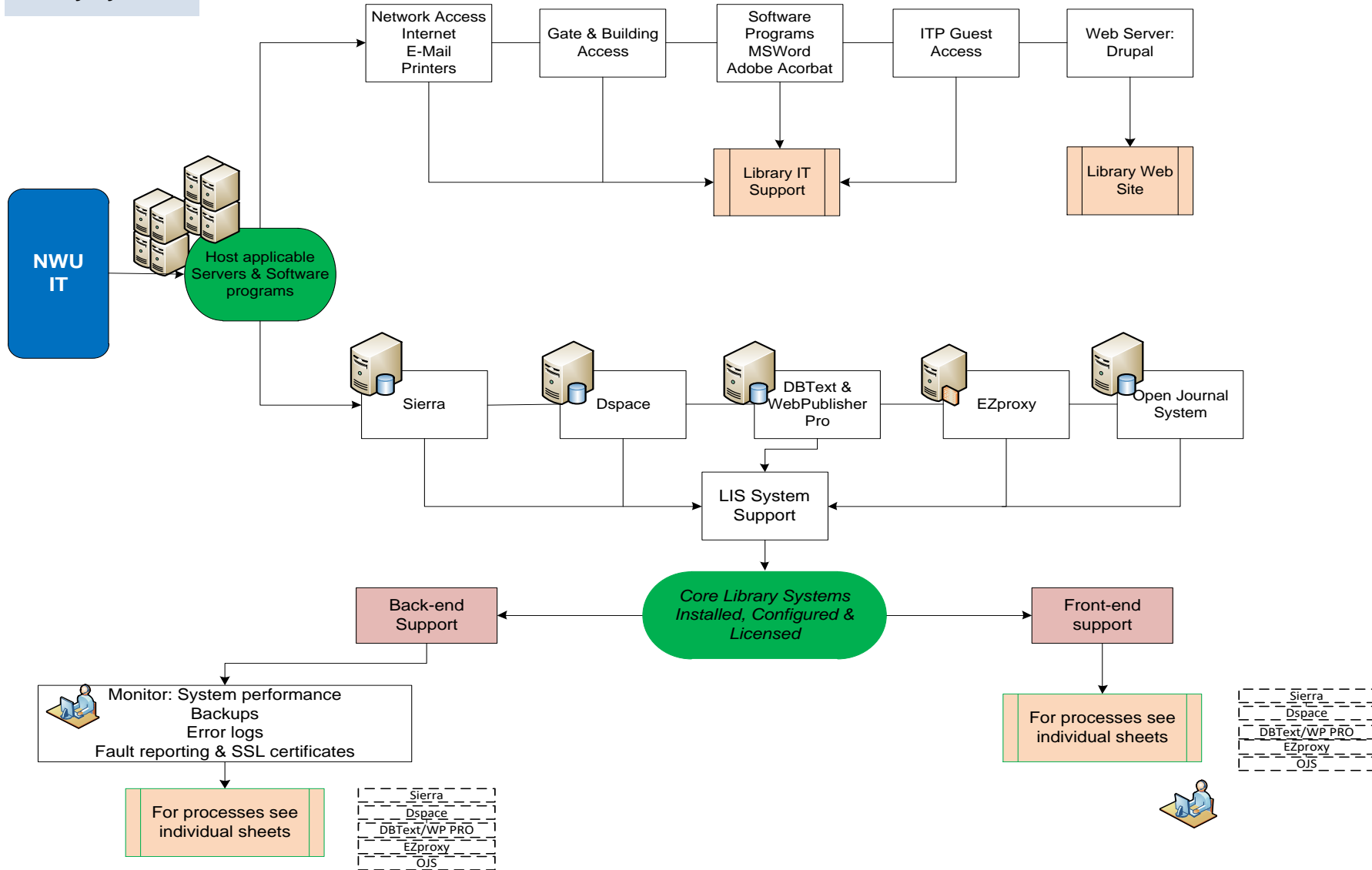
Image from: <https://www.oclc.org/support/services/ezproxy/documentation/learn/overview.en.html>

7.1.5.10 Diagrams and Flowcharts

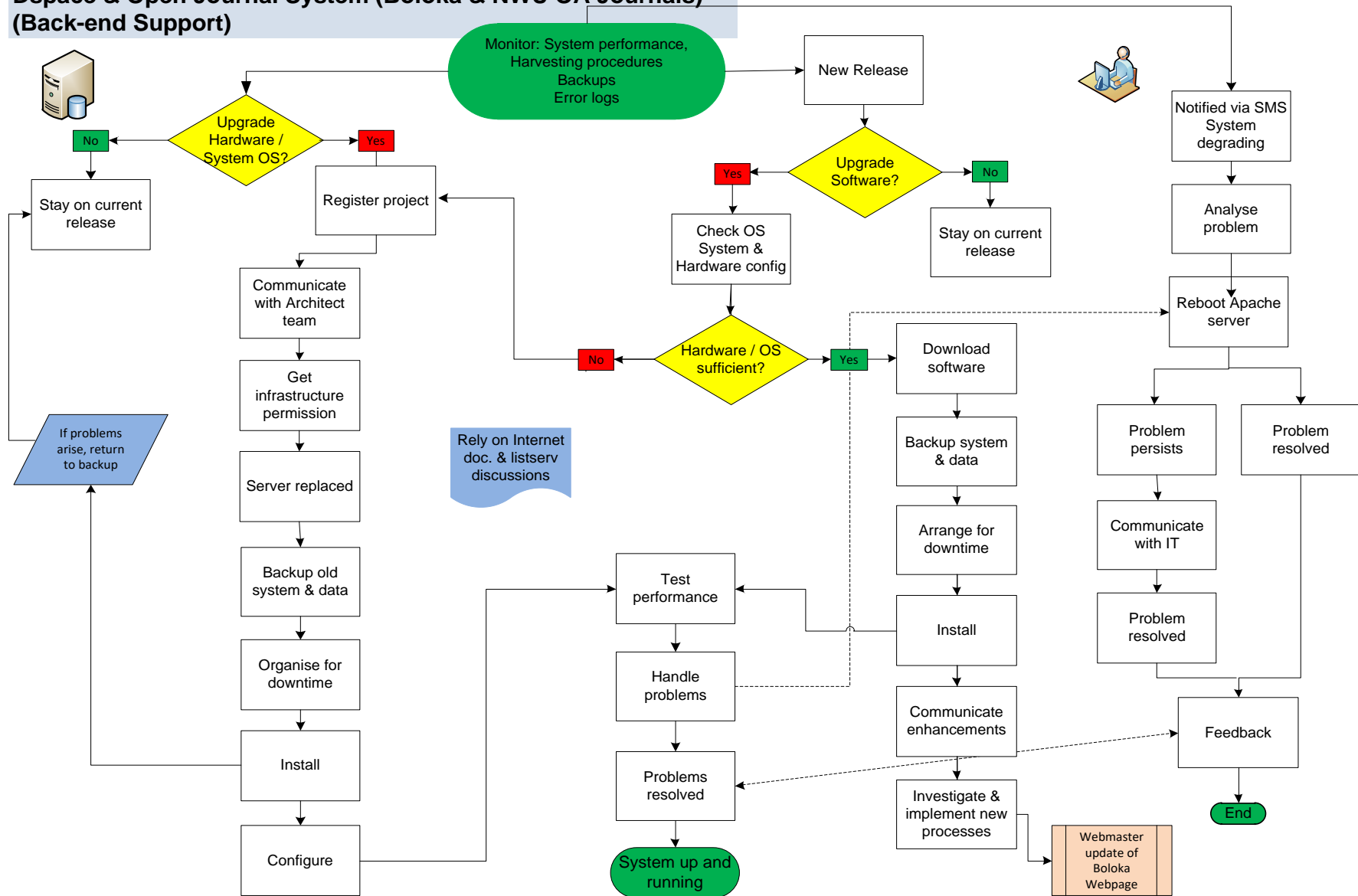
Visio flowcharts of the following processes are provided on the following pages:

- 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

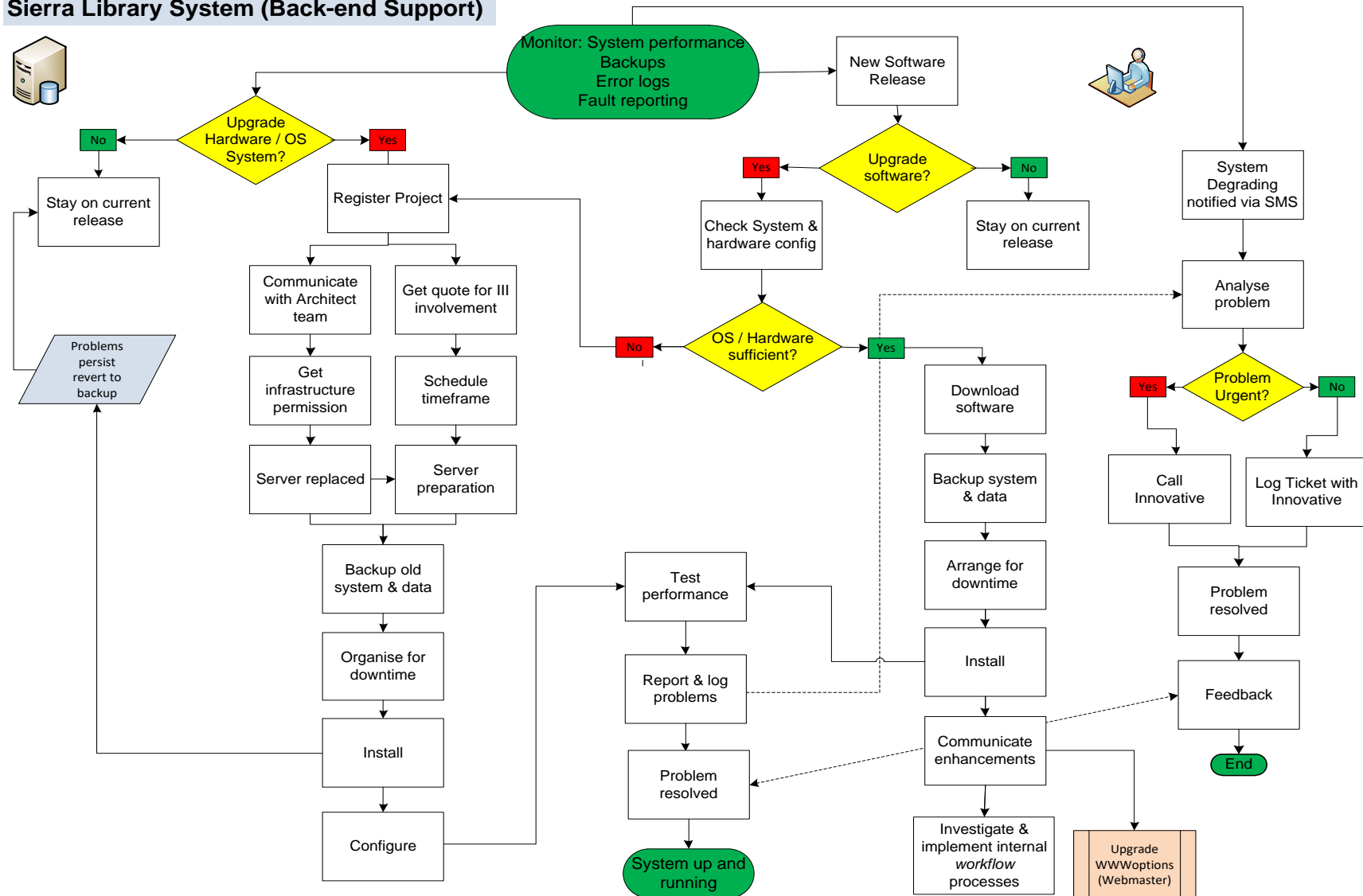
Library Systems



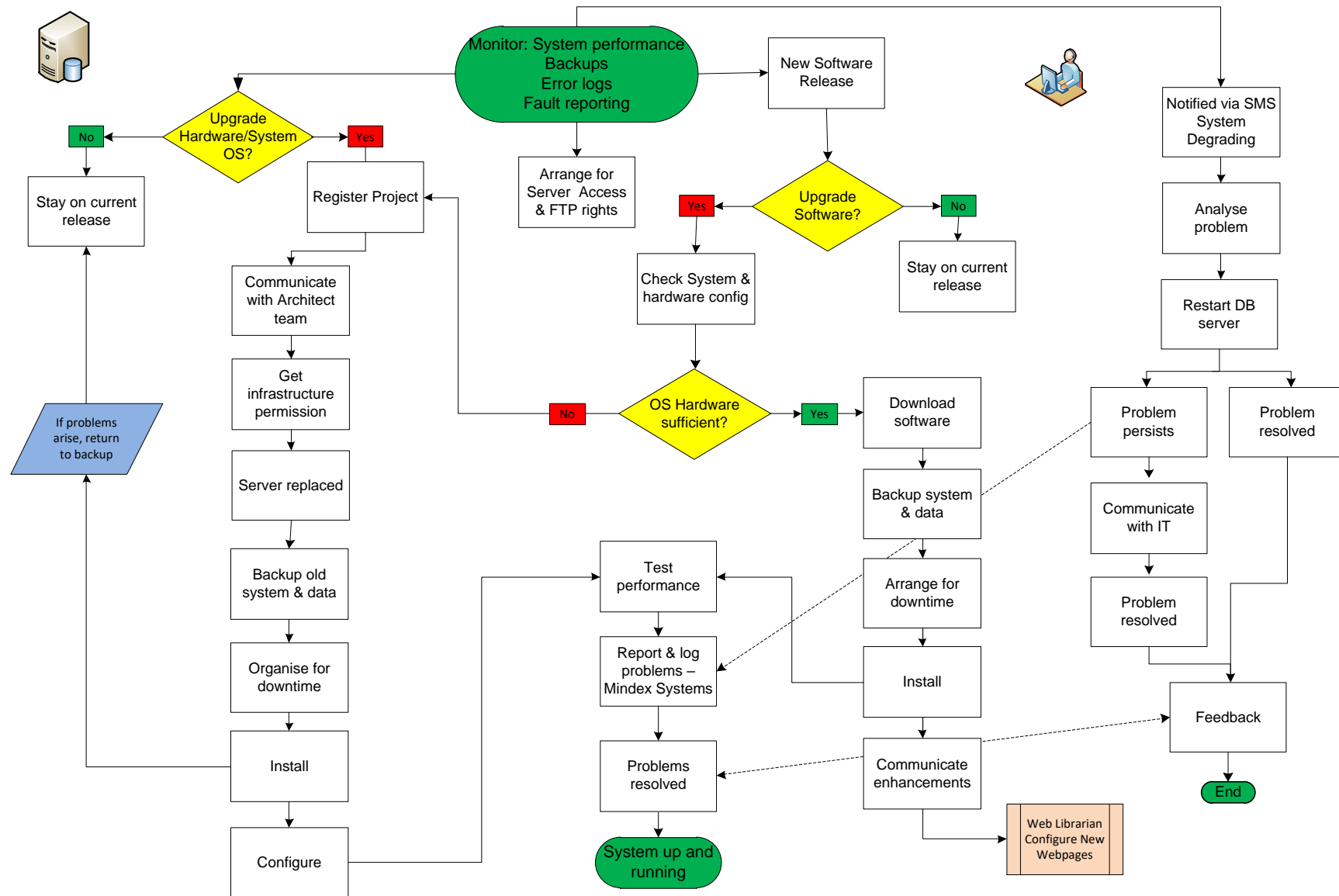
Dspace & Open Journal System (Boloka & NWU OA Journals) (Back-end Support)



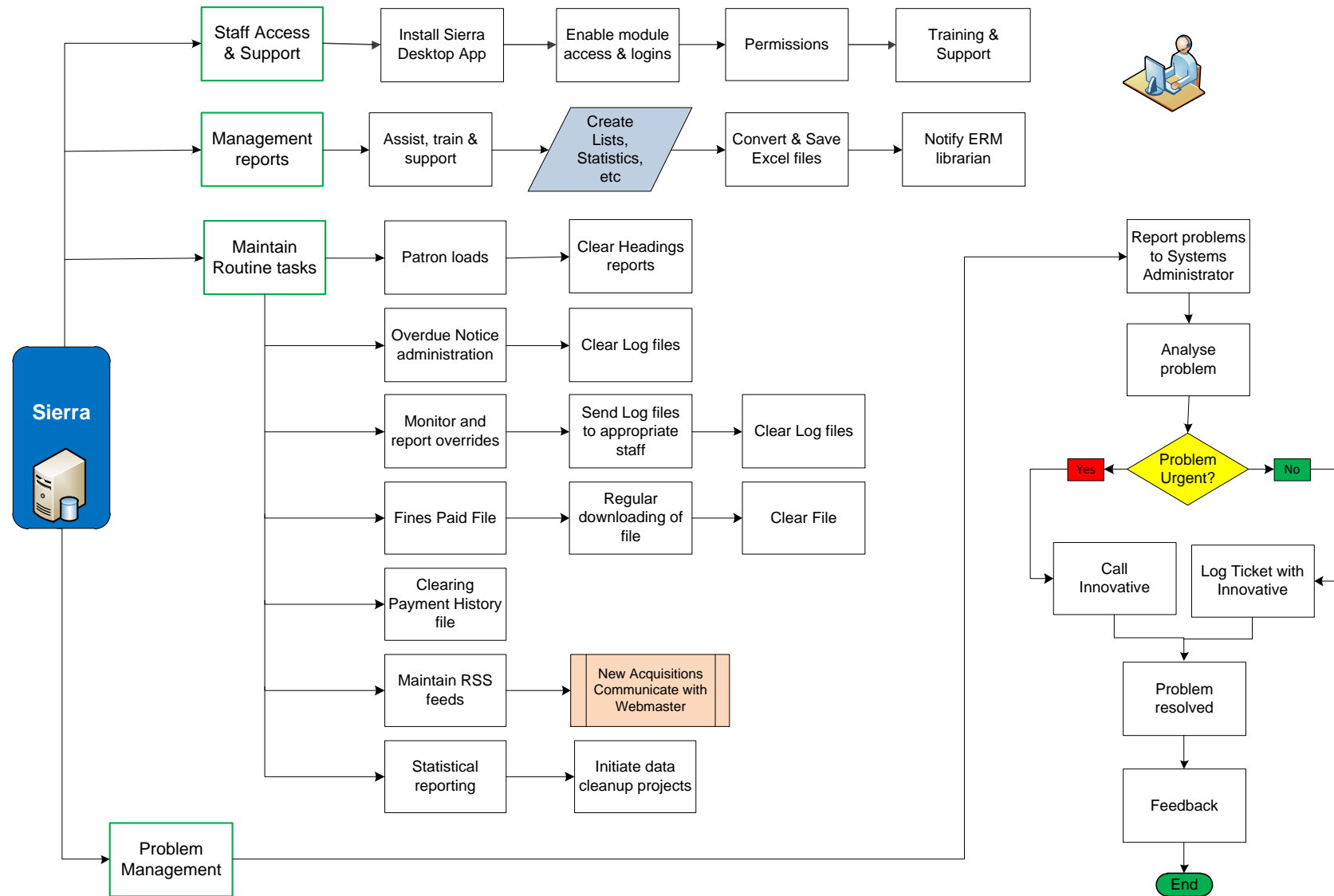
Sierra Library System (Back-end Support)



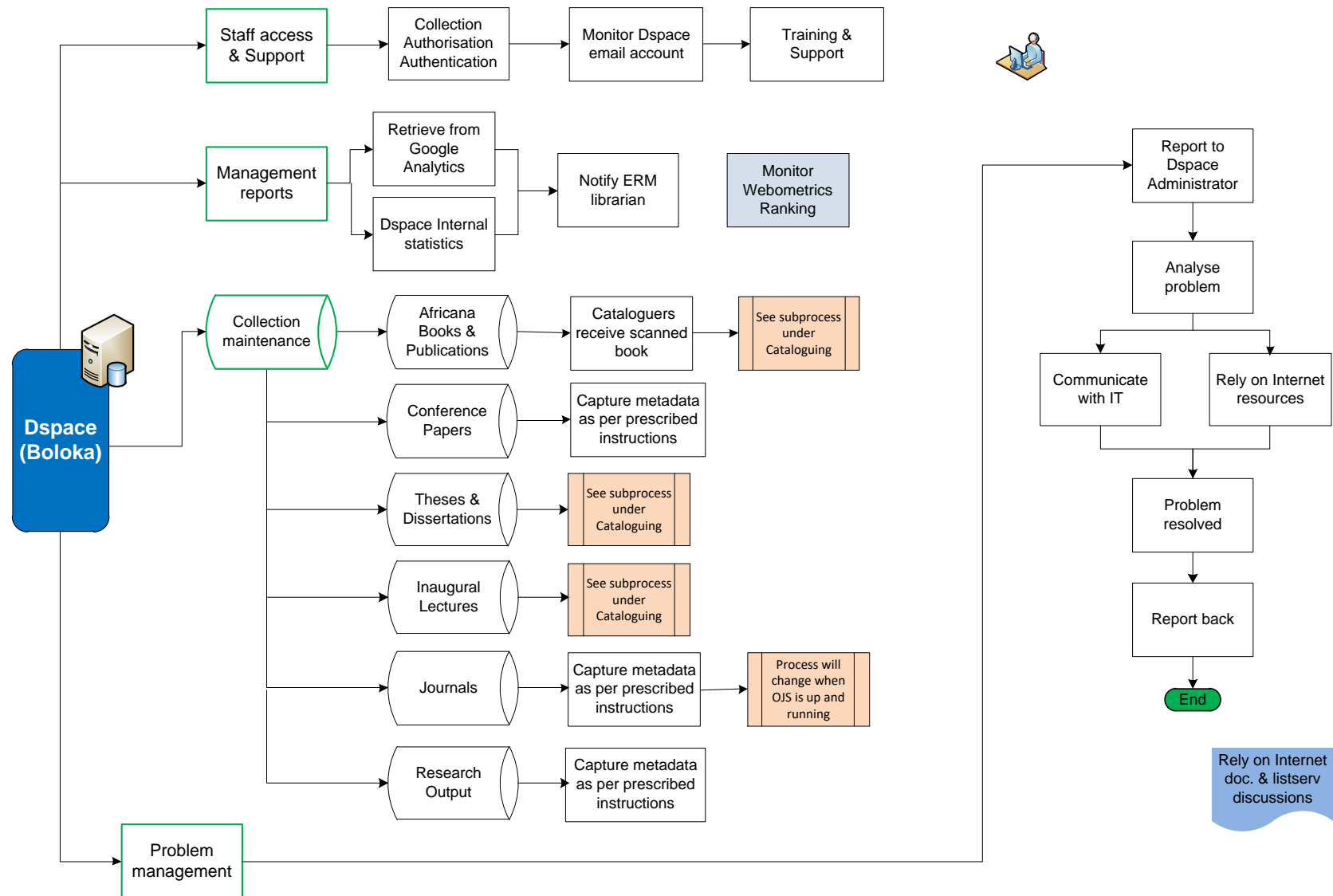
DBTextWorks/WebPublisher PRO (Back-end Support)



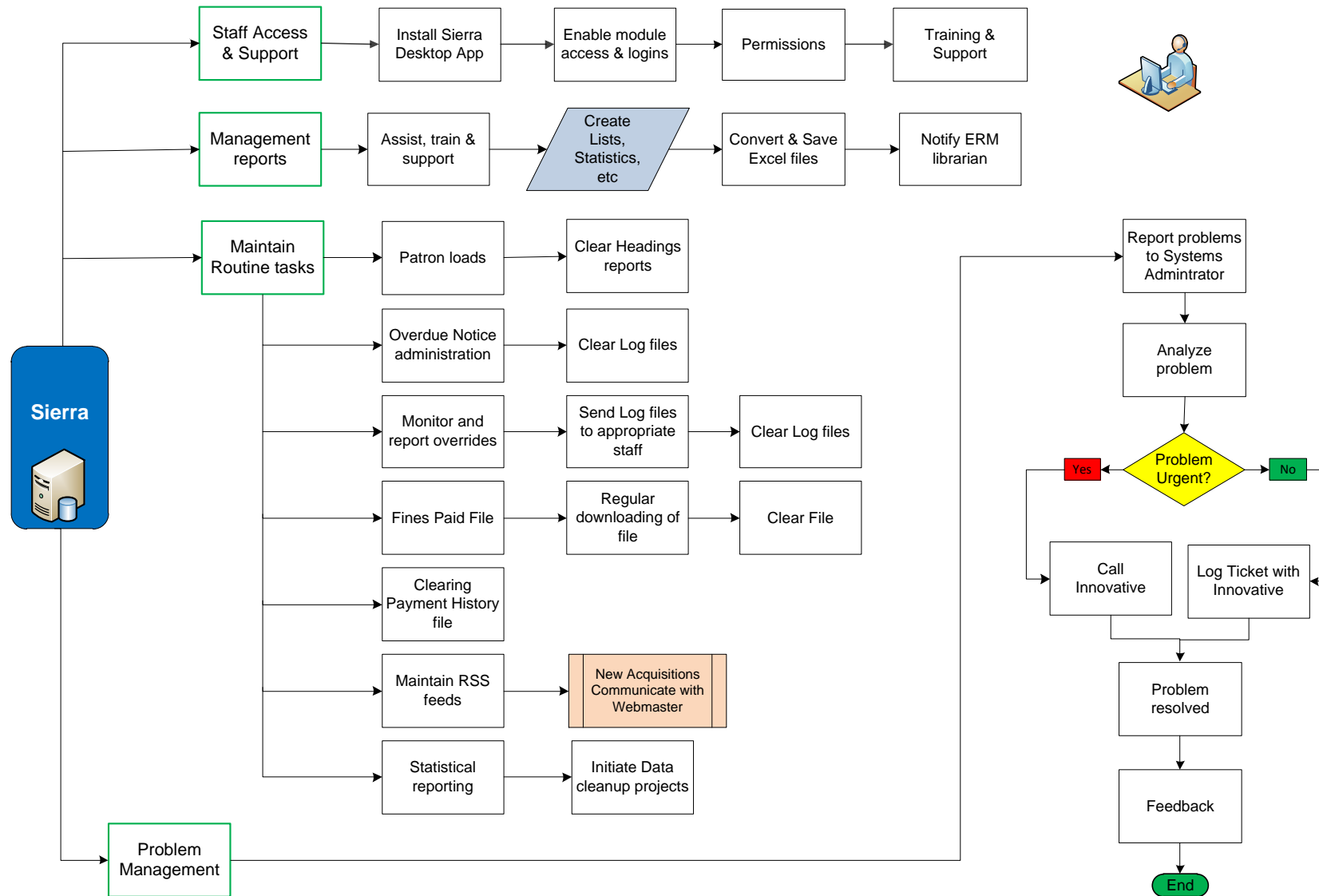
Sierra Library System (Front-End Support)



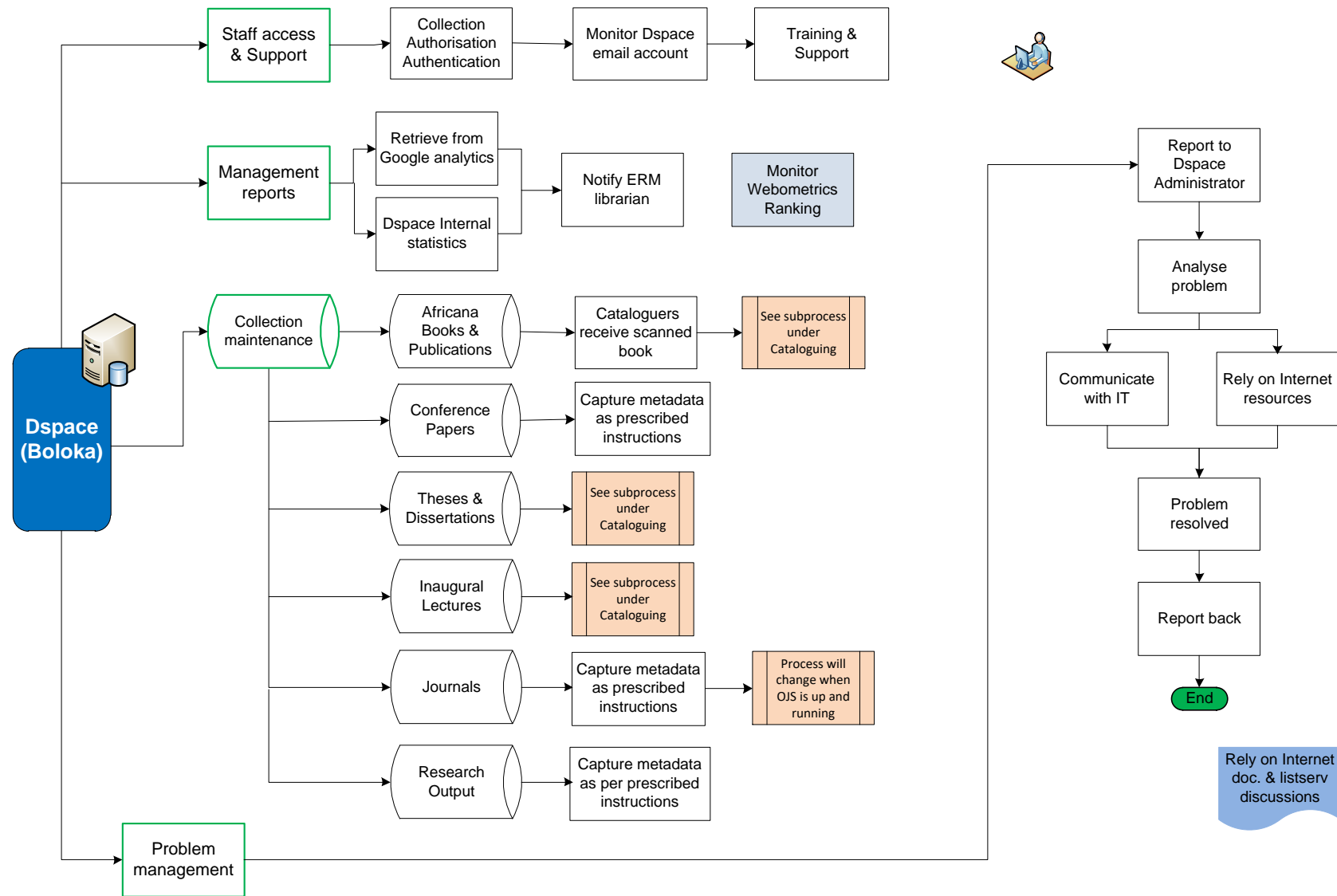
Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)



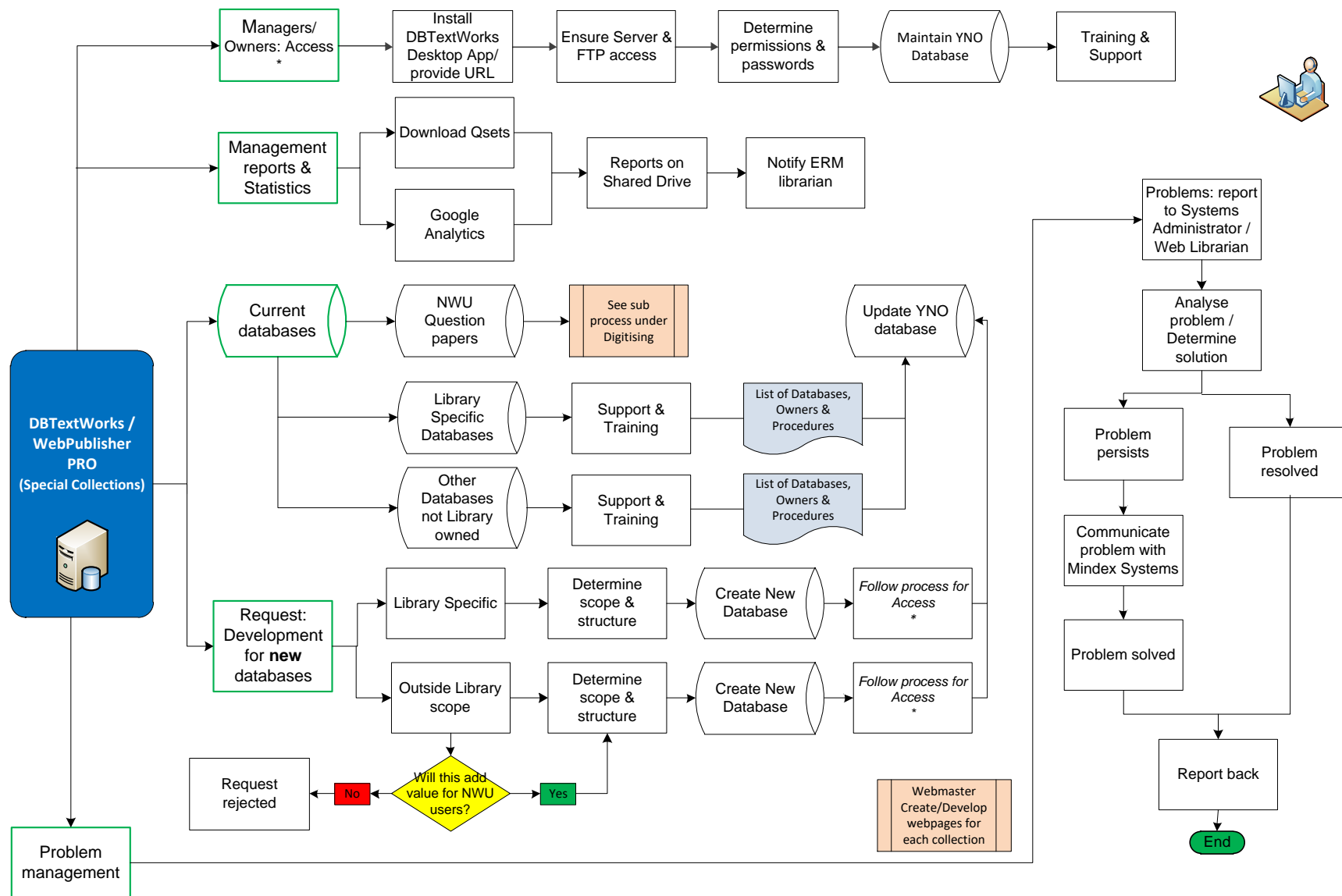
Sierra Library System (Front-End Support)



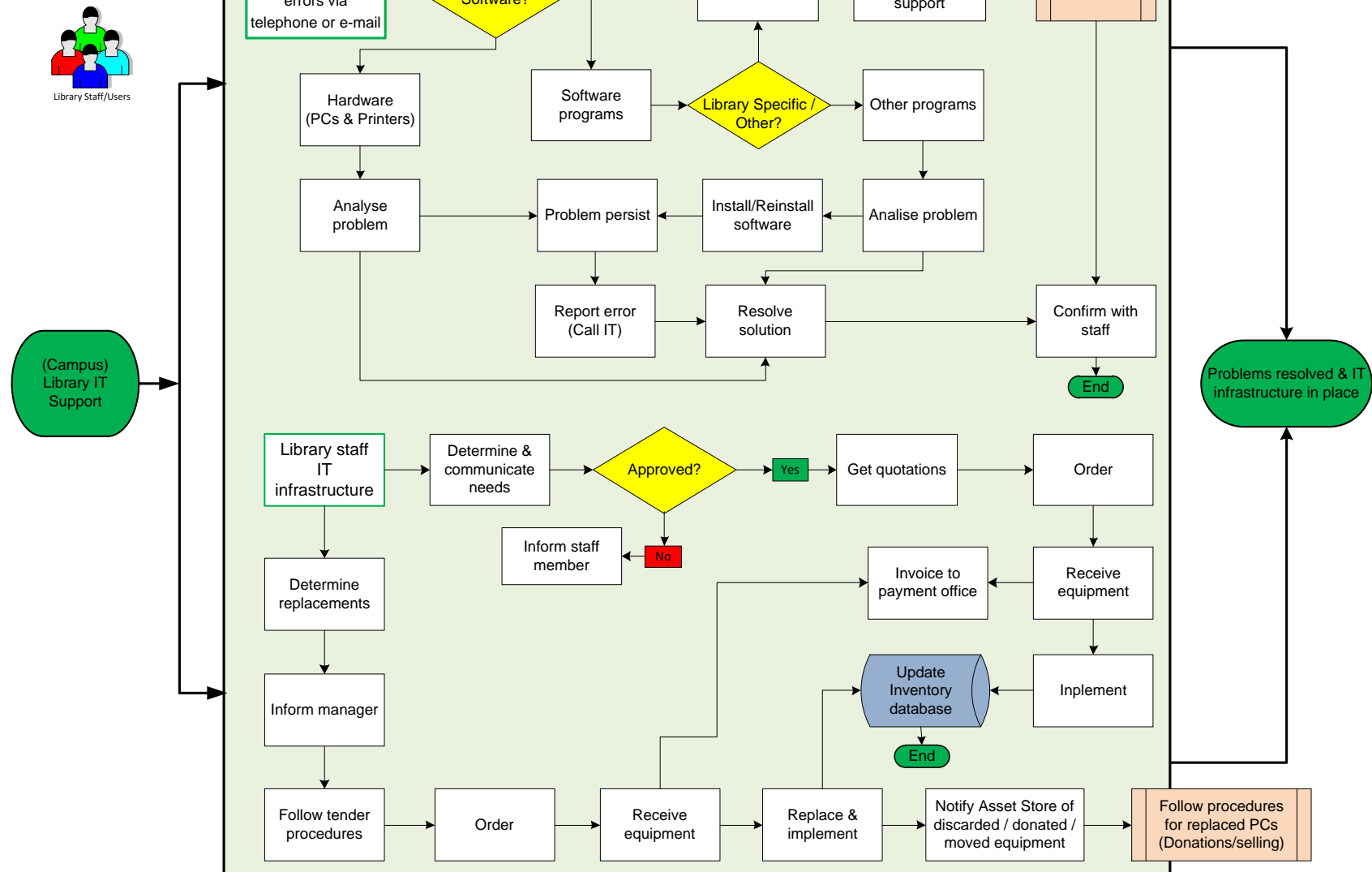
Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)



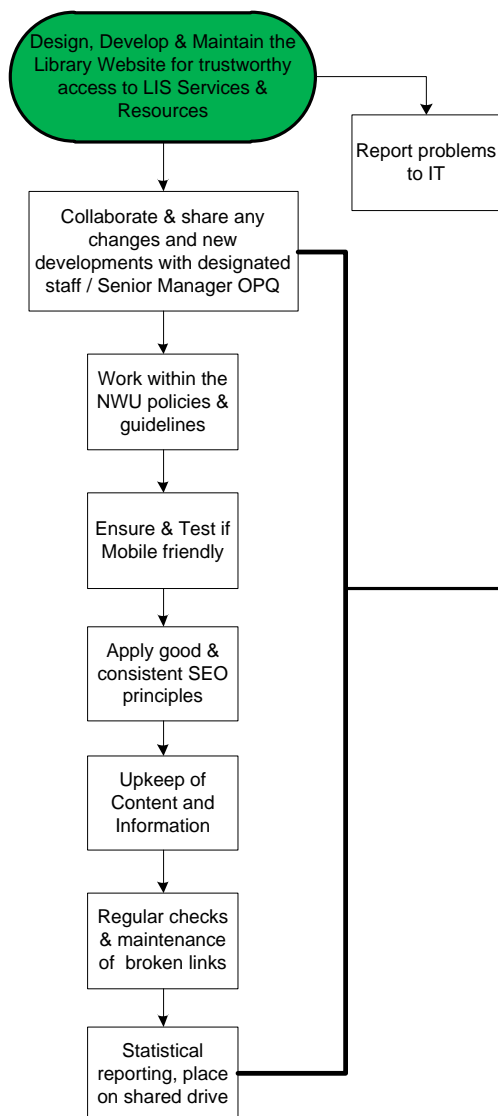
DBTextWorks/WebPublisher PRO (Front-End Support)



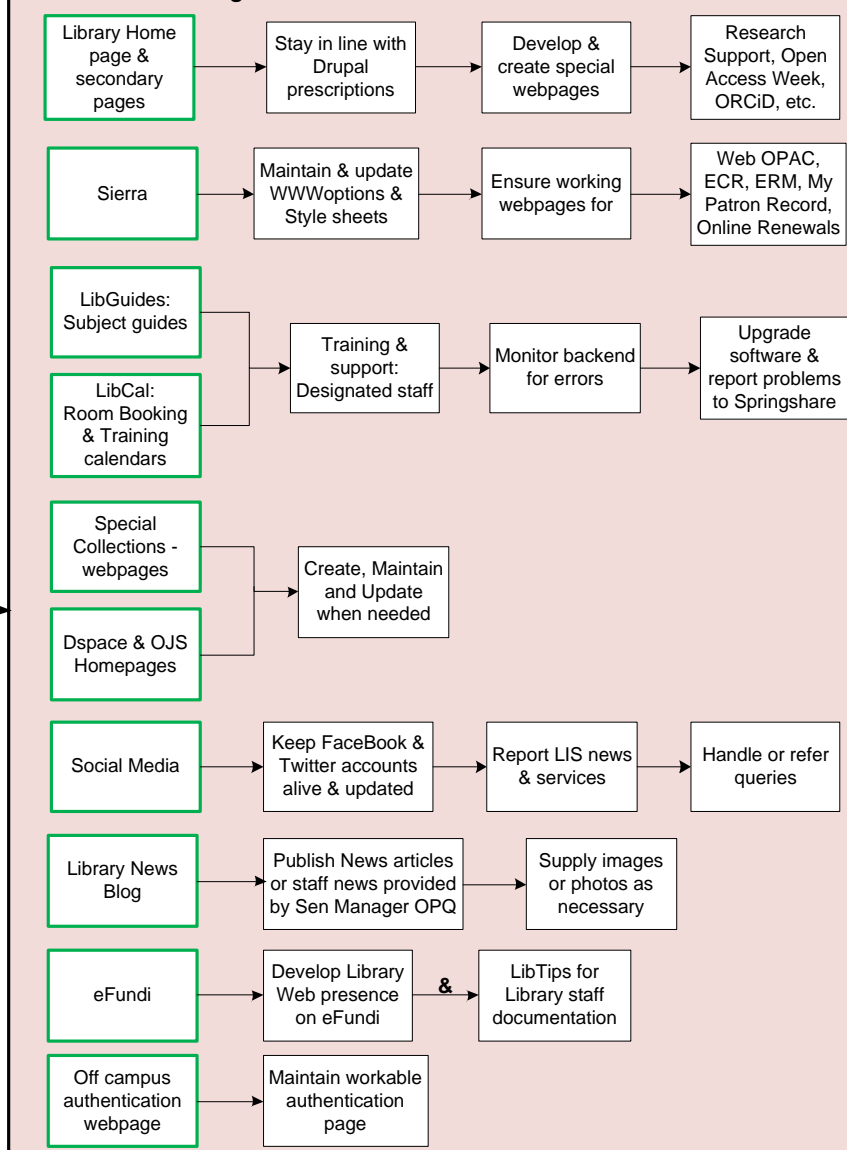
LIS IT Support



Library Website Duties

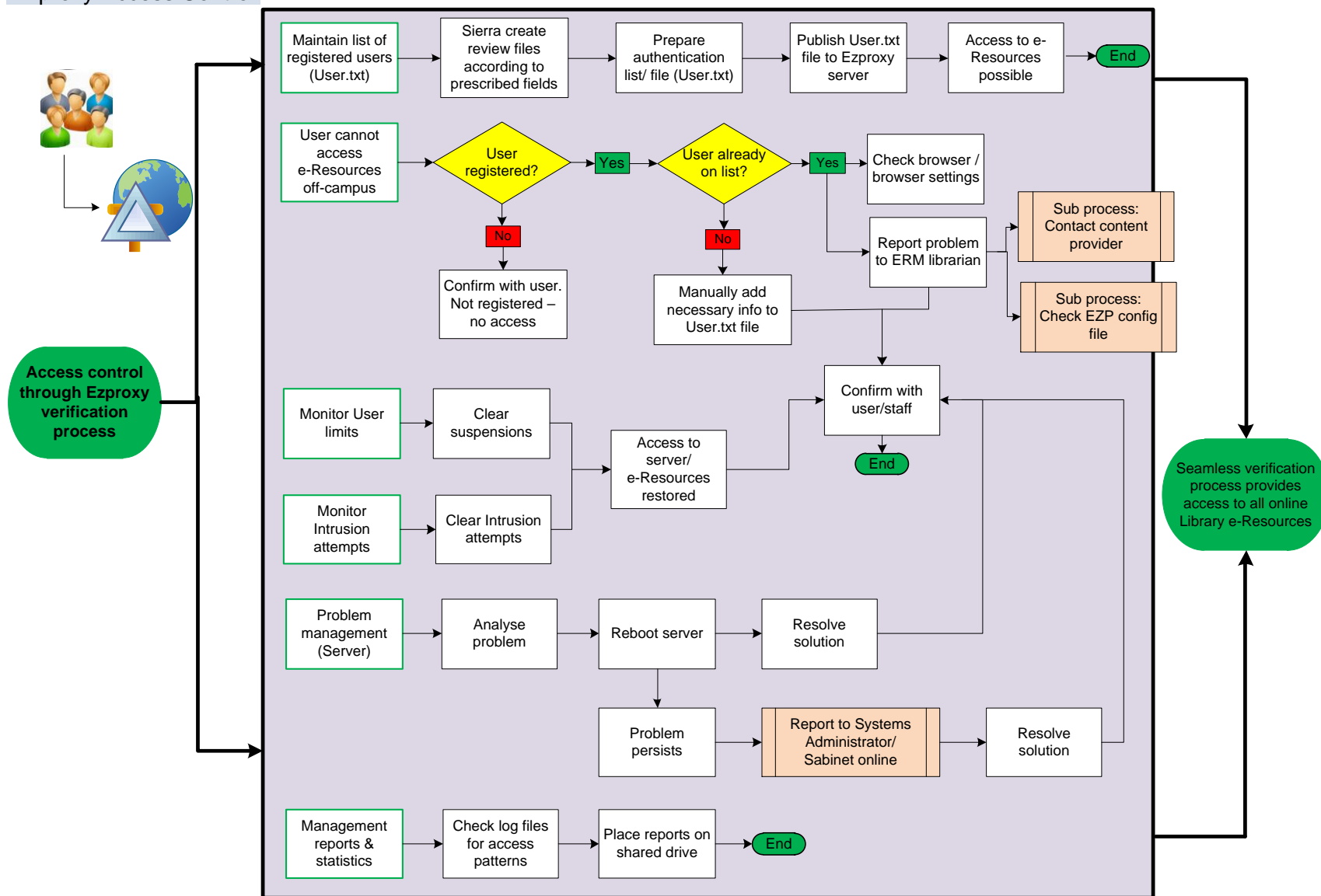


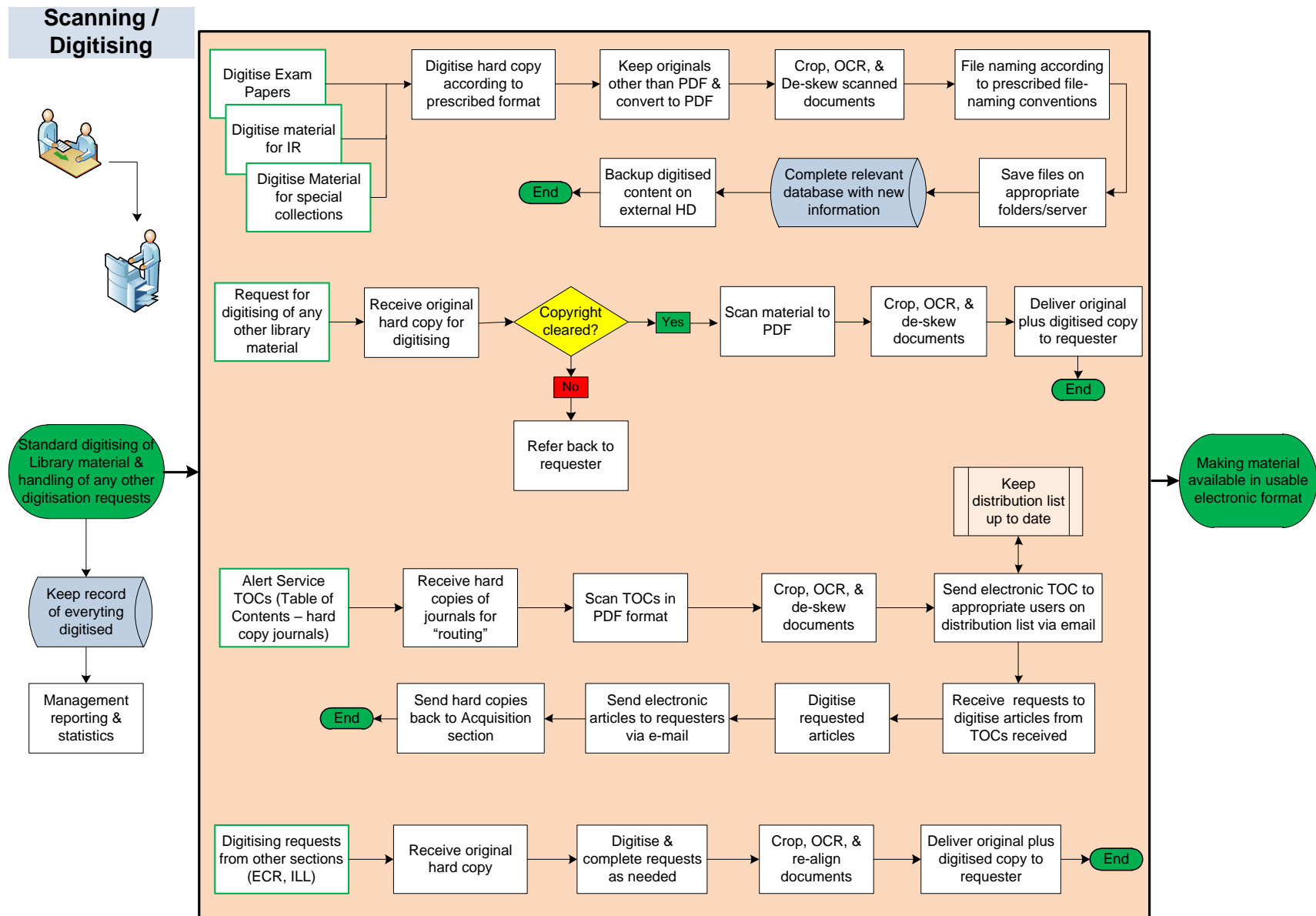
Individual Web Pages



One-Stop LIS Website.
Seamless access to
services & products /
resources

Ezproxy Access Control





7.1.5.11 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 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 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 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 | 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. |

7.1.5.12 Policies and Guidelines

- [NWU Open Access Institutional Repository Guidelines](#)
- [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 for printers and copiers](#)
- [Rules and guidelines for passwords](#)

- [Rules and guidelines for the use of electronic mail](#)
- [Rules and guidelines for the re-use and retirement of PC's and laptops](#)

7.1.6 LIS Administration

7.1.6.1 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.

7.1.6.2 Process diagram



7.1.6.3 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.

7.1.6.3.1 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.

7.1.6.3.2 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.

7.1.6.3.3 Logistics

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

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).

7.1.6.3.4 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.

7.1.6.3.5 Maintenance and infrastructure

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

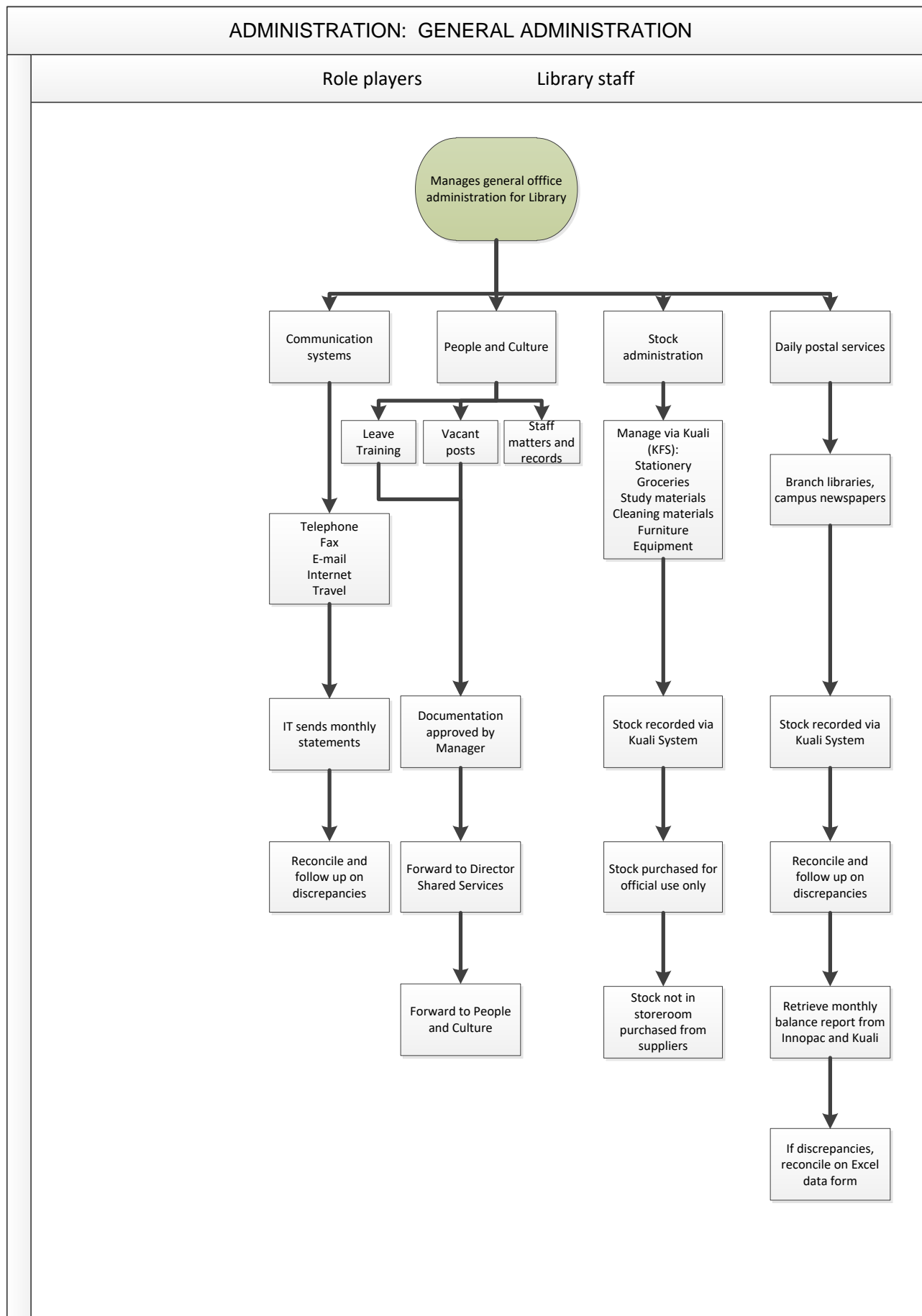
Daily monitoring of all work spaces to ensure that the library is conducive as a work environment for staff, as a study and research atmosphere for users, and also conducive for meetings and trainings.

7.1.6.4 Key role players and responsibilities

| KEY ROLE PLAYERS | KEY RESPONSIBILITIES |
|--------------------|--|
| Chief Director LIS | Provide overall guidance regarding the general administration of LIS. Approve budget related transactions. Approve appointment of staff. Approve leave of Senior Management committee members. Chair meetings. |

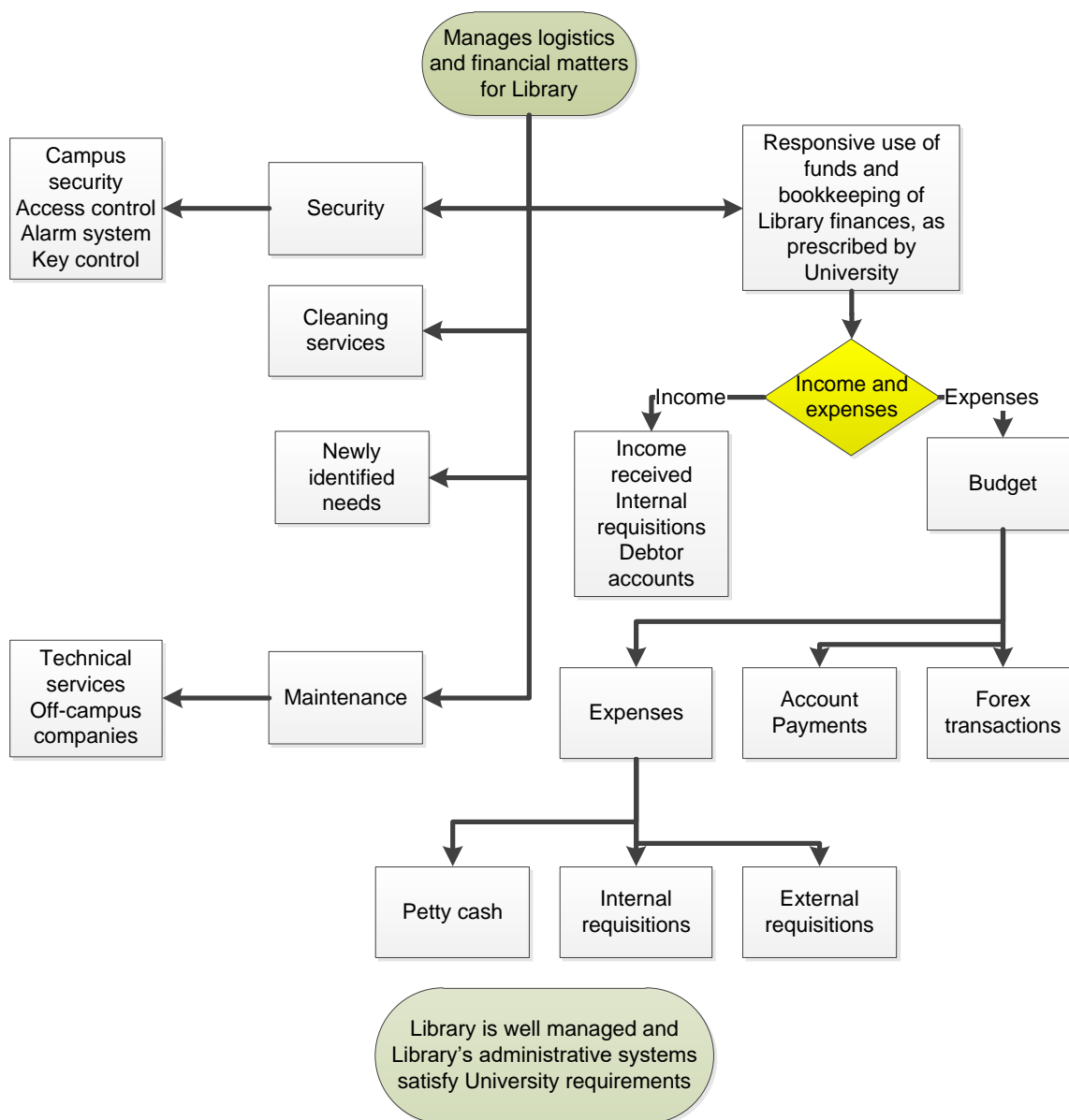
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|---|--|
| | <p>Chair interviews for positions of certain grade levels.</p> <p>Submit reports on LIS activities to the management structures of the University.</p> <p>Oversee quality management in NWU libraries.</p> <p>Oversee expansion, re-purposing and refurbishing of library infrastructure.</p> <p>Manage relationships of LIS with internal and external stakeholders.</p> |
| Directors | <p>Approve leave.</p> <p>Chair meetings.</p> <p>Contribute to LIS budget proposals.</p> <p>Facilitate the reviewing and updating of policies, quality manual, procedure manuals and guidelines.</p> <p>Submit reports to the Chief Director.</p> <p>Facilitate staff development.</p> <p>Performance management.</p> <p>Manage relationships of LIS with internal and external stakeholders.</p> |
| Managers | <p>Implement policies and ensuring that they are adhered to.</p> <p>Participate in the processes of reviewing and updating of policies, the quality manual, procedure manuals and guidelines.</p> <p>Monitor expenditure.</p> <p>Facilitate and attending stakeholder meetings.</p> <p>Facilitate training sessions.</p> <p>Submit reports to the Directors.</p> <p>Participate in recruitment and appointment of staff.</p> <p>Performance management.</p> <p>Liaise with internal and external stakeholders.</p> |
| Senior Librarians | <p>Allocate funds to faculties and departments.</p> <p>Acquire recommended resources.</p> <p>Process resources timeously.</p> <p>Submit reports on Sectional activities to Managers.</p> |
| Senior Administrative Assistant Senior Administrative Officer Administrative Officer | <p>Synchronize diaries of Directors and Managers.</p> <p>Coordinate logistics for across campus meetings and other activities.</p> <p>Payment of invoices.</p> <p>Manage petty cash.</p> <p>Monitor of the state of infrastructure, facilities, spaces, equipment and gadgets.</p> <p>Record and submit risk reports.</p> <p>Submit reports.</p> <p>Liaise with service providers.</p> <p>Monitor performance of service providers.</p> <p>Provide feedback about queries timeously.</p> |

7.1.6.5 Diagrams and Flowcharts



ADMINISTRATION: LOGISTICS AND FINANCE

Role-players: Library staff



7.1.7 Bindery

7.1.7.1 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.

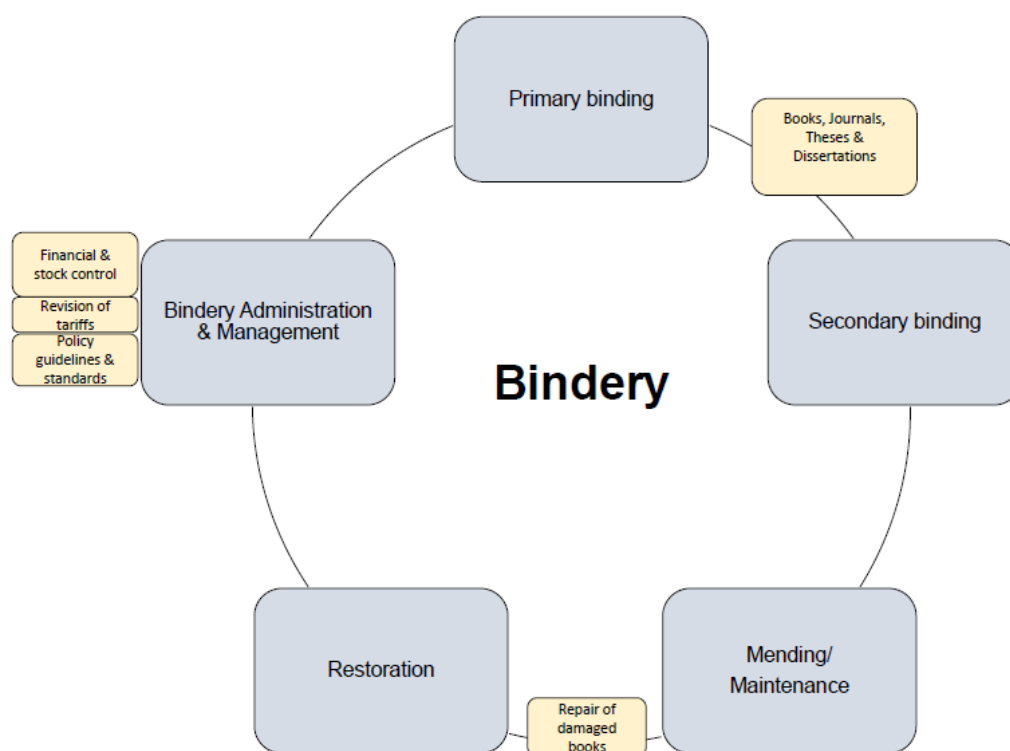
The Bindery scope of work is primary for internal clients, and secondary for external clients.

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.

7.1.7.2 Process diagram



7.1.7.3 Processes

7.1.7.4 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. Loan and Information Resources departments send material to be bound through the Administrative Assistant with a check-out summary for Bindery on Sierra, together with the instruction 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.

7.1.7.4.1 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.

7.1.7.4.2 Mending/Maintenance

Mending is done to damaged or shabby books and periodicals identified by the Lending Services, Shelves, 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

7.1.7.4.3 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.

7.1.7.4.4 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

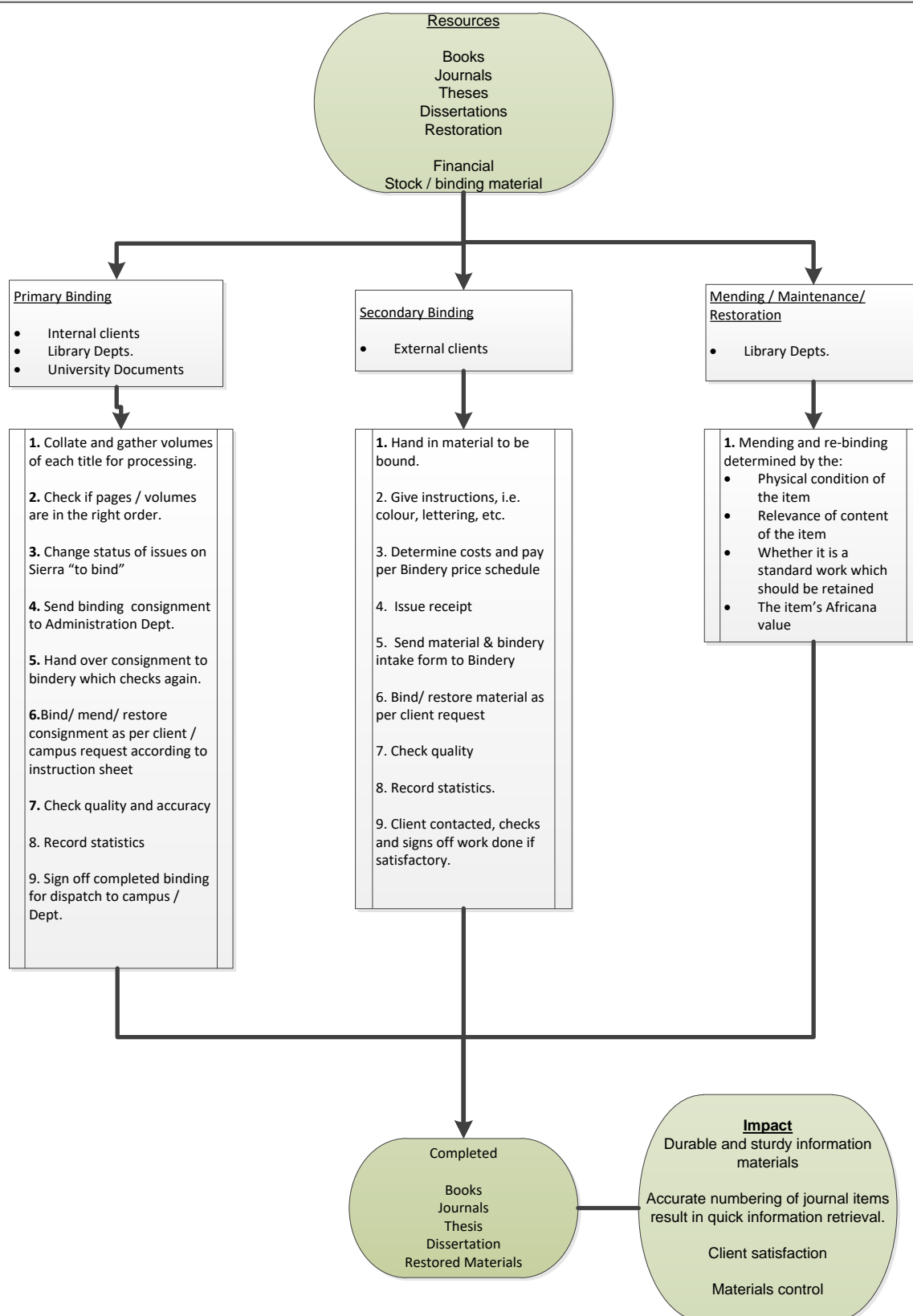
7.1.7.5 Diagrams and Flowcharts

A visio flowchart of the following process is provided:

- Administration: Bindery

ADMINISTRATION: BINDERY

Role-players: Library staff



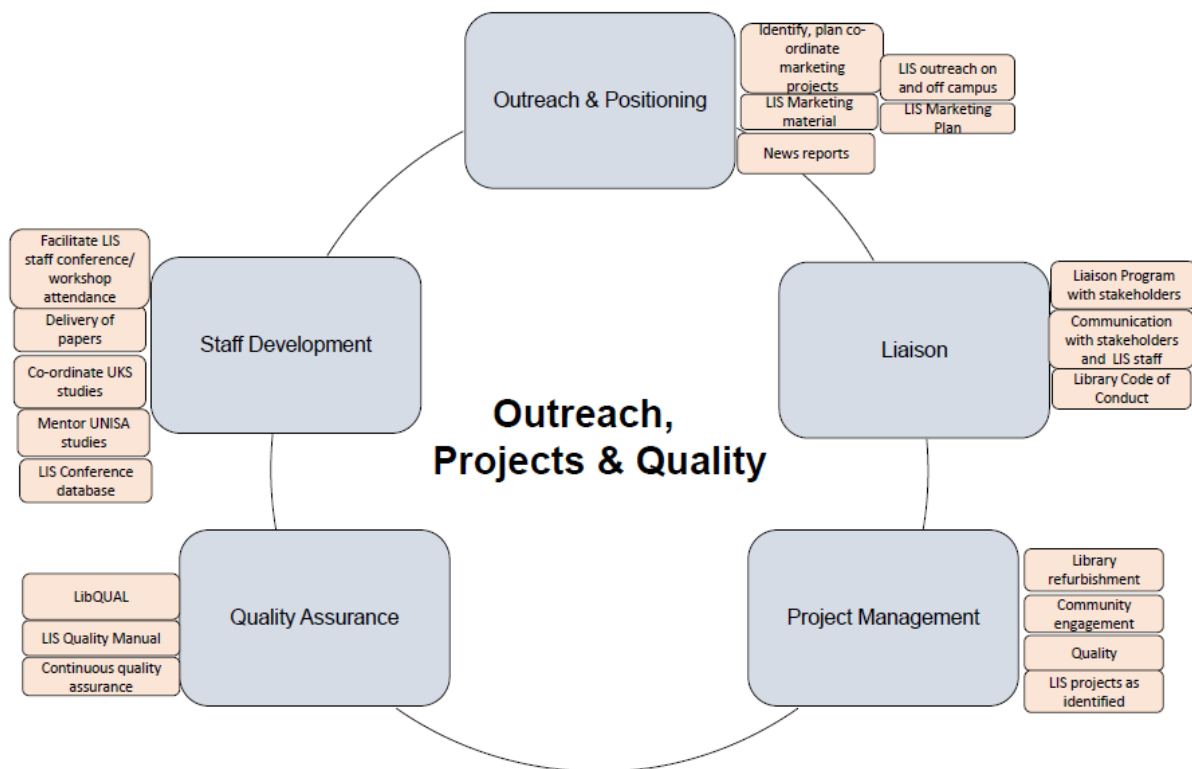
7.1.7.6 Key role players and responsibilities

| 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, including supervision, and reporting of staff, requirements and work outputs. |
| Senior Administrative Officer | Manage administrative, infrastructure and resources needs for the Bindery. |
| 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 Binder | 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 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 establish and foster good interpersonal relationships with key stakeholders; to promote library visibility at conferences and workshops in terms of staff attendance and delivering of papers; to monitor identified library projects relating to outreach, quality, community engagement and refurbishment, and to lead and co-ordinate quality assurance activities.

Marketing, Outreach and Quality Process diagram:



7.1.8.1 Outreach and Positioning

Co-ordinate, develop and update a marketing plan setting an outreach and communication strategy for the LIS in consultation with the Campus Operational Managers, LIS Directors and Library Managers.

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, implementing and evaluating outreach projects.

Supervise the development of new marketing material and user brochures 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.

Be involved in the planning and marketing of Open Access Week as a joint responsibility with the Director: Client Services.

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 web page, social media and NWU platforms. News reports to Librarian: Web Development for placement.

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

7.1.8.2 Positioning of the LIS

Establish and foster good interpersonal relationships with key stakeholders in conjunction with the Director Client Services, Director Shared Services and Library Managers.

In conjunction with Director Client Services and relevant managers, develop a liaison programme with faculties, academic programmes and UODL to ensure that the library fulfils an optimal support and teaching-learning role.

In conjunction with Director Shared Services and relevant managers, co-ordinate liaison with Research Directors, Research Support Office and IT Services to enhance library involvement in eResearch.

Co-ordinate liaison with the Centre for Teaching and Learning to establish library participation in the programme for newly-appointed academic staff.

Co-ordinate and develop criteria for attendance of conferences and workshops as a way to encourage members to stay abreast of the latest trends and opportunities for benchmarking and networking with relevant role players and colleagues in the LIS environment.

Stay abreast of relevant library conferences and workshops to ensure library and staff visibility.

Promote library visibility at conferences and workshops in terms of staff attendance and delivering of papers.

Monitor trends and indicate needs for new products and services in consultation with Directors and Managers.

7.1.8.3 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 PIP and Library Management. Attend PIP meetings, write reports and visit sites.

Ensure consistent high level library space appeal contributing to exceptional user experience.

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

7.1.8.4 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 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.

Assist with accreditation reports for academic departments and external professional bodies.

Quality control of all LibGuides and general web pages done by faculty and branch librarians, as well as training material and videos available on the web pages and LibGuides in co-ordination with Directors and Managers.

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

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

7.1.8.5 Staff Development

Identify opportunities for staff development. Liaise with senior management, make them aware of opportunities and arrange for conference and workshop attendance. Encourage and monitor delivery of conference papers.

Liaise with UKS (external trainer) and monitor library support to all staff members busy with UKS studies.

Monitor assistance to UKS staff busy with studies.

Mentor staff undertaking UNISA studies - guide and assist with assignments and portfolios.

Develop, manage and upkeep of conference database regarding staff attendance of conferences, seminars, workshops and training events, national and international.

7.1.8.6 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](#)
- [LIS Staff Development Guidelines](#).

NWU Policies:

- [NWU Media Policy](#)
- [NWU Brand Identity Policy](#)
- [NWU Online Publications Policy](#)
- [NWU Social Media Policy](#)
- [NWU Training and Development Policy](#)

7.1.8.7 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. |
| Senior Manager LIS Mafikeng Campus Operations | Lead and direct Mafikeng Campus Library and Information Service operations, particularly library space development, information resources development and management of loans and information services in consultation with relevant line Managers, Directors and the Senior Director, 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. |

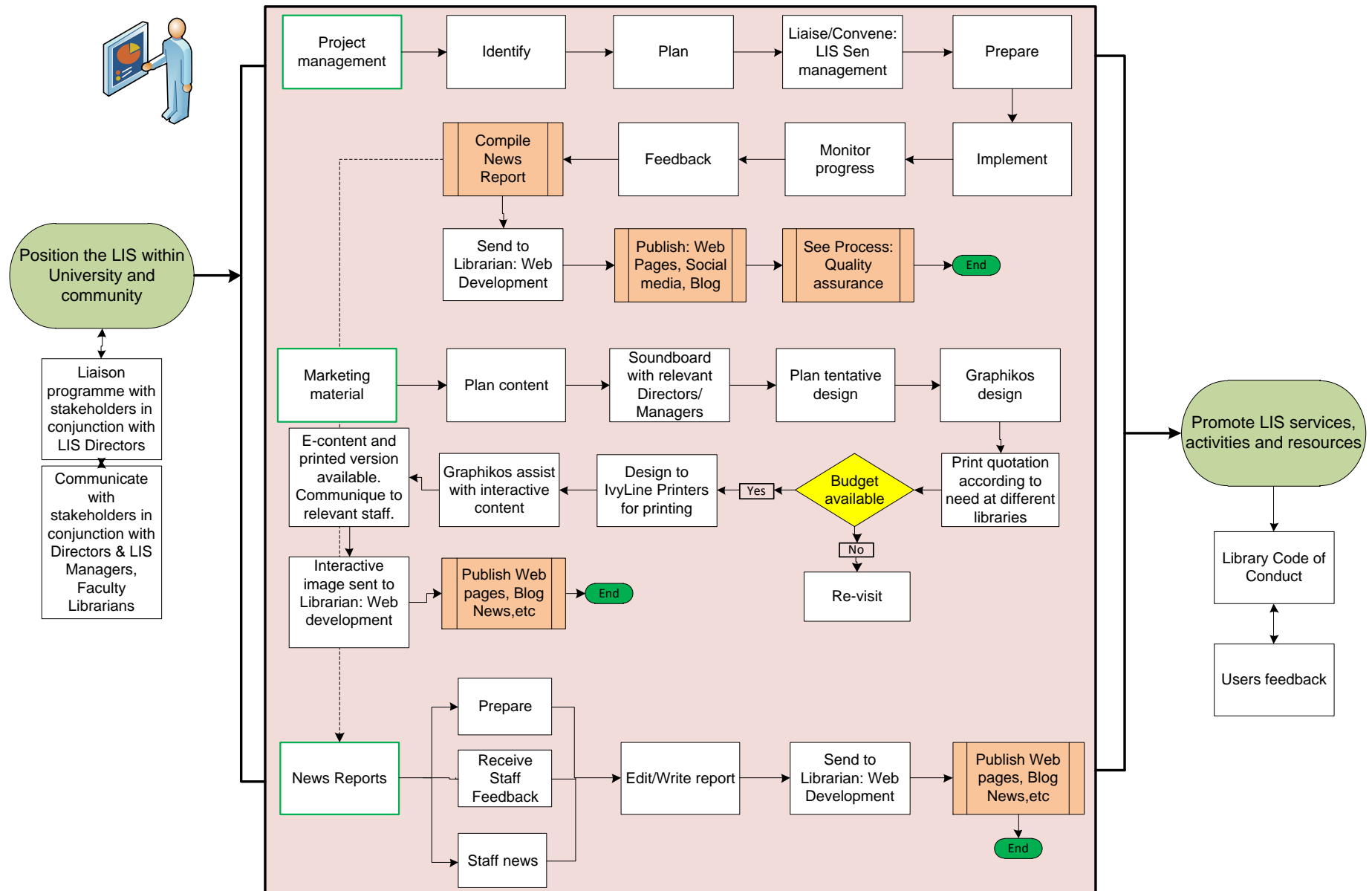
| | |
|--------------------------------------|---|
| Manager Information Resources | Supervise the section and give training and guidance to staff in the performance of their tasks; to assist the Director: Shared Services as member of the senior management team in the strategic planning and development 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. |

7.1.8.8 Diagrams and Flowcharts of Outreach, Projects and Quality

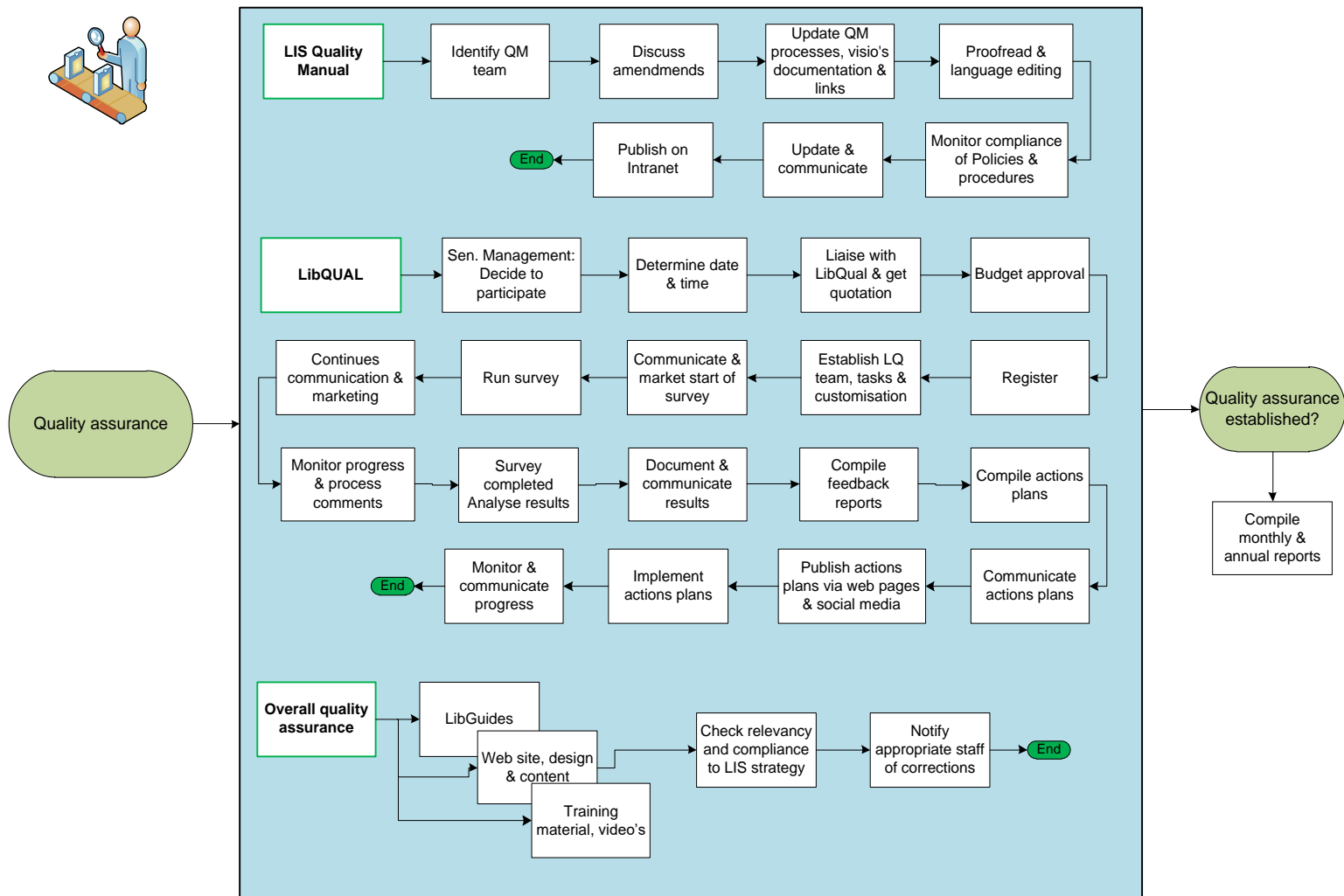
Visio flowcharts of the following processes are provided on the following pages:

- Outreach, Positioning and Liaison
- Quality Assurance
- Staff Development

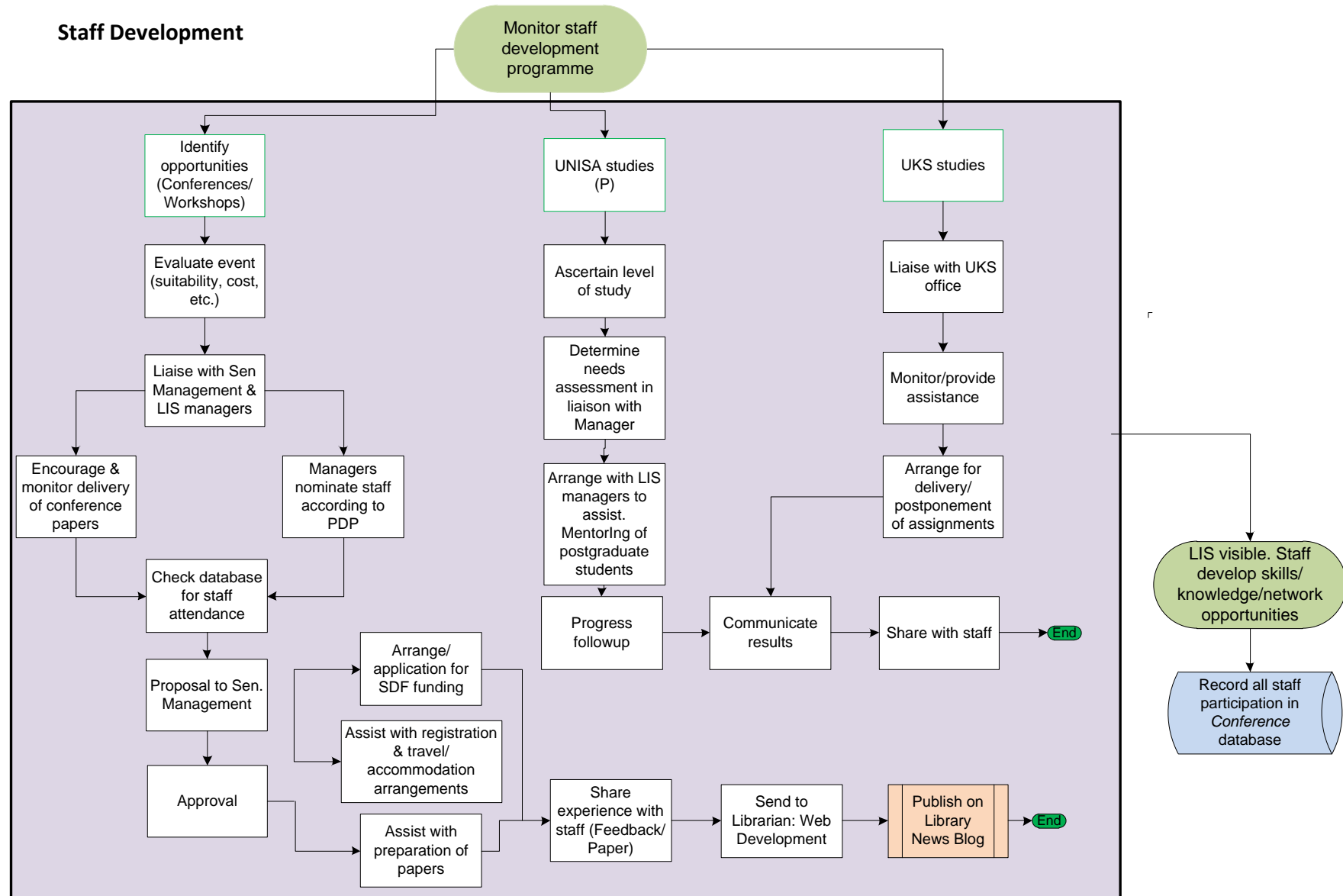
Outreach, Positioning & Liaison



Quality Assurance



Staff Development



8 QUALITY ASSURANCE AND RISK MANAGEMENT

As the Library is well placed to support world-class 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 evaluated 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 days 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, 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: (<http://library.nwu.ac.za/libqual-2016-action-plan>)

This action plan is 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.

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.

8.2 Records management

The current NWU File Plan has a number indication for the LIS, but it is not refined. The Records Management Office is busy with the refinement of the numbering according to the major processes as indicated in the LIS Quality Manual, in consultation with relevant Library Managers. Staff members will be involved to implement the NWU RM guidelines regarding certain documentation as produced by the LIS. Meeting minutes are stored on SHARE by using the following reference numbers 2.2.2.19.

8.2.1 Policy guidelines

[NWU Records Management Policy](#)

8.3 Risk identification and risk management

Potential risks and problems related to our 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 Guidelines for the identification and management of risks](#)

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 world-class 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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12 October 2017

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