

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

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.

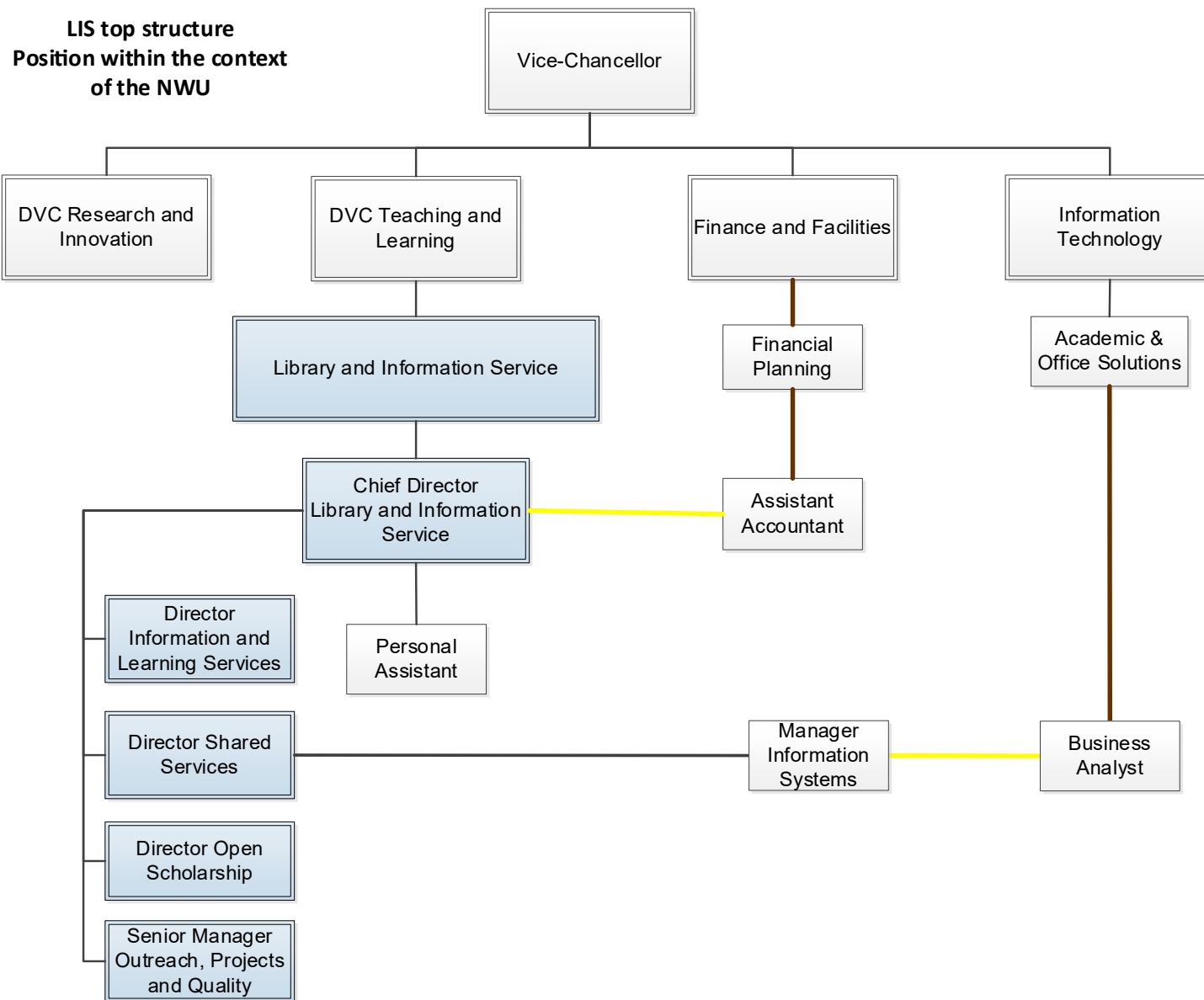
Attention to matters of quality did not suffer. A joint quality manual was produced as preparation for the HEQC quality audit of the NWU in 2009, and this manual also provided the basis for a new version at the Potchefstroom campus library when it underwent an extensive peer evaluation in August 2011. This was followed by soft reviews at Mafikeng Campus and Vanderbijlpark Campus that necessitated adjustments in the respective quality manuals. All of the campus 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. The Library and Information Service Policy was approved in 2018.

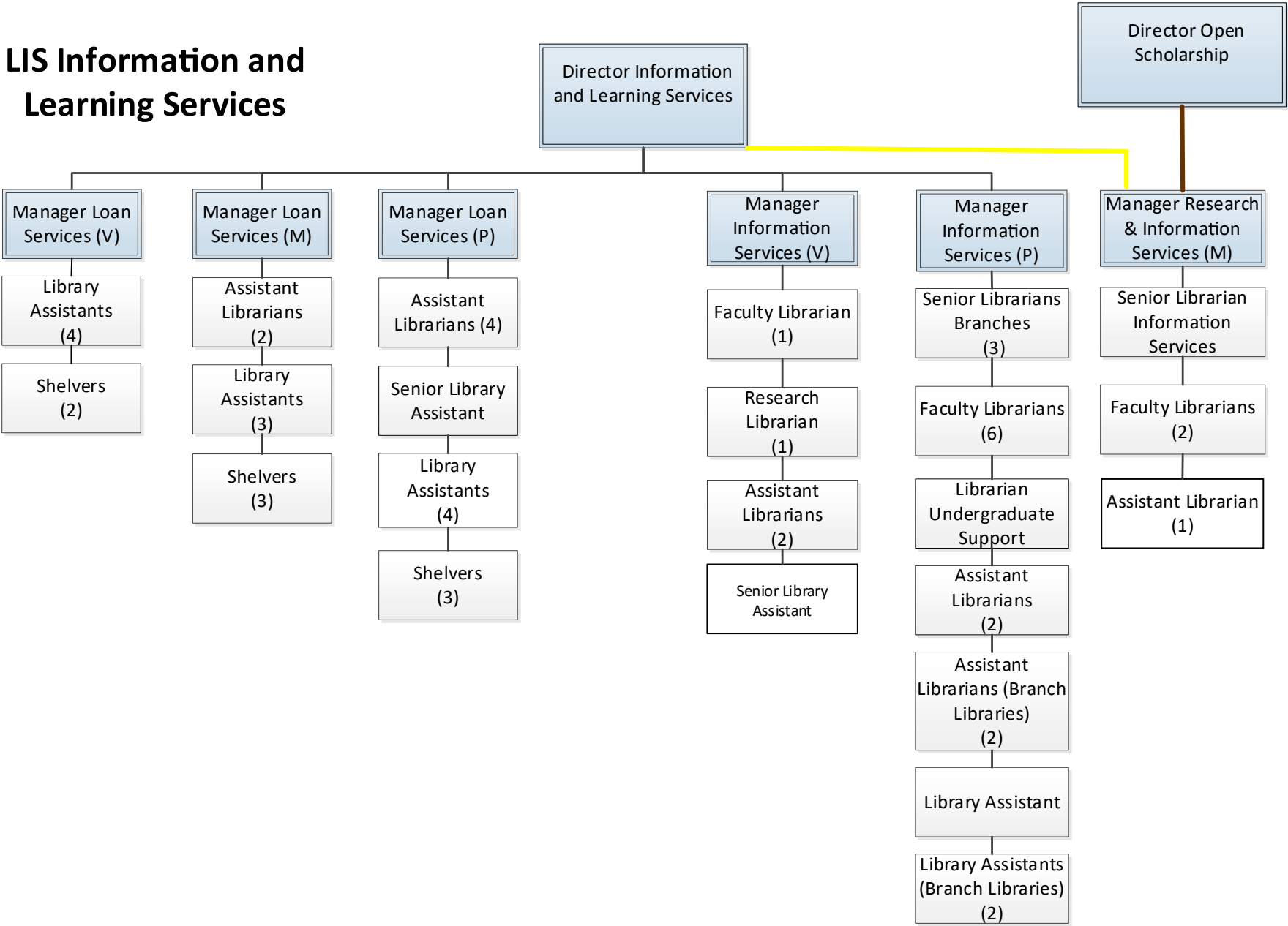
3 POSITIONING AND OPERATING STRUCTURE

The following organograms indicate:

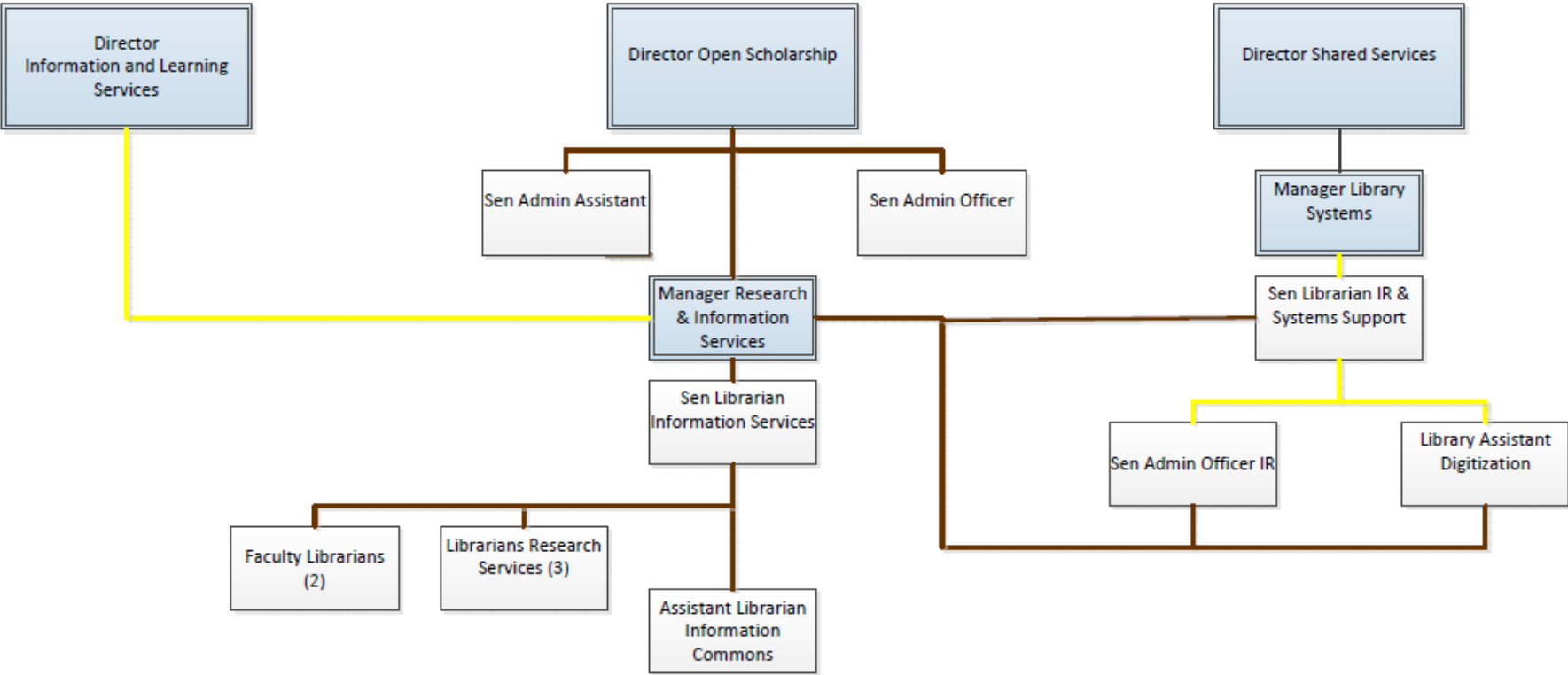
1. The Library and Information Service (LIS) top structure and position of the LIS within the context of the NWU
2. LIS Information and Learning Services
3. LIS Research and Open Scholarship Services
3. LIS Shared Services
4. LIS Administration



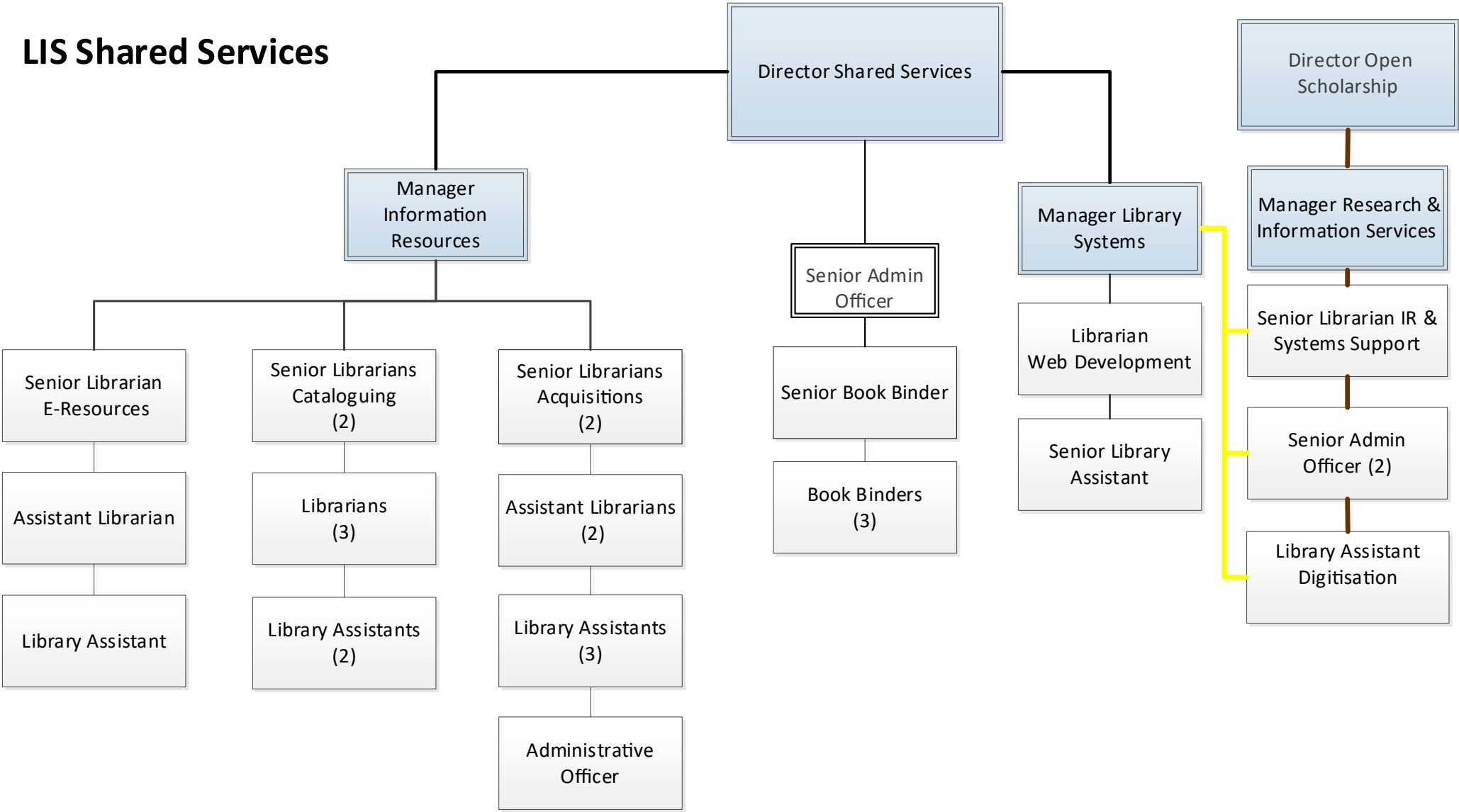
LIS Information and Learning Services



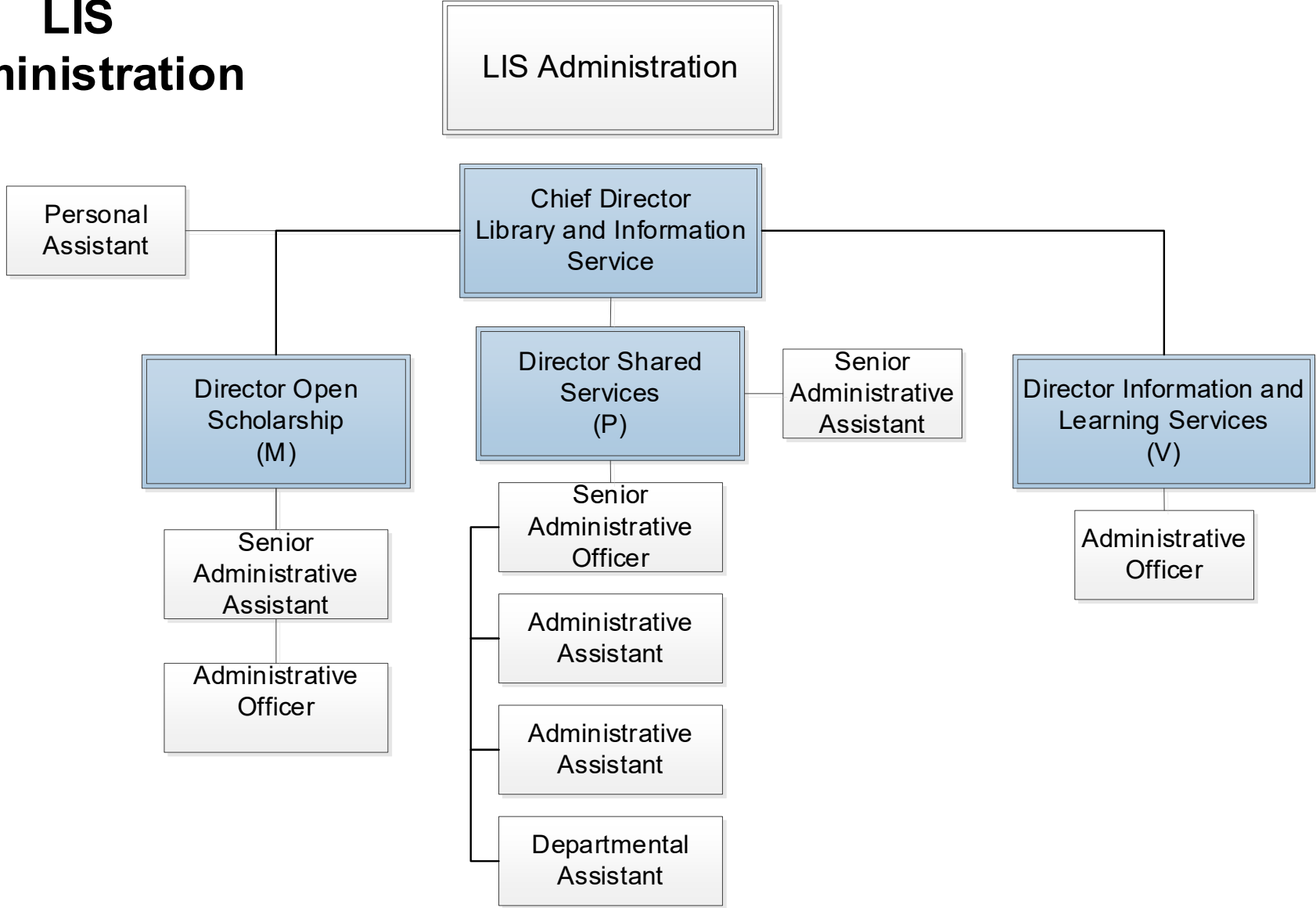
LIS Research & Open Scholarship Services



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](#)
- [NWU Quality Policy](#)
- [NWU Brand Policy](#)
- [NWU Communication Policy](#)
- [NWU Language Policy](#)
- [NWU Policy on the responsible use of Information and Communication Technology, Networks and Information Resources at the North-West University](#)
- [NWU Rules and guidelines for the protection of IT infrastructure and the use of computer facilities](#)
- [NWU Standardisation and rules for printers and copiers](#)
- [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](#)
- [NWU Schedule of Financial Authorization Levels](#)
- [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 Guidelines](#)
- [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.

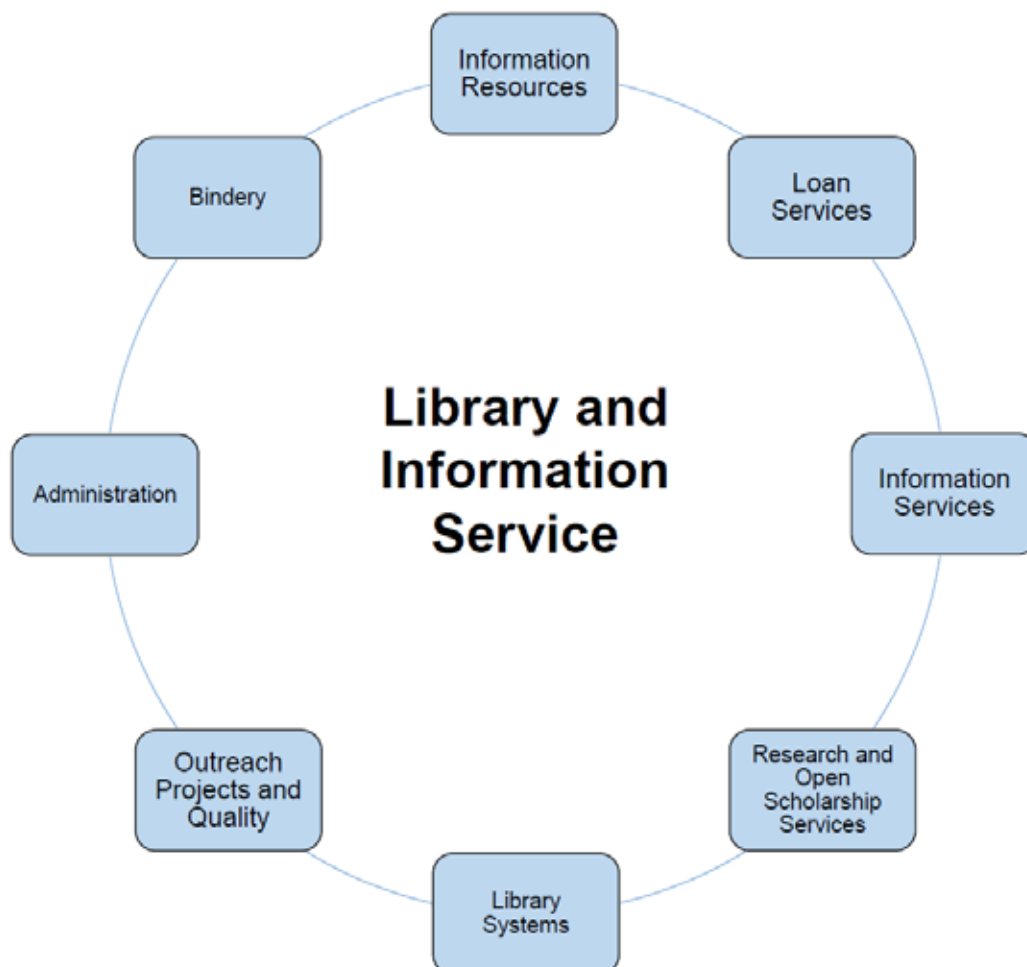
7 PROCESSES AND RECORD MANAGEMENT

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



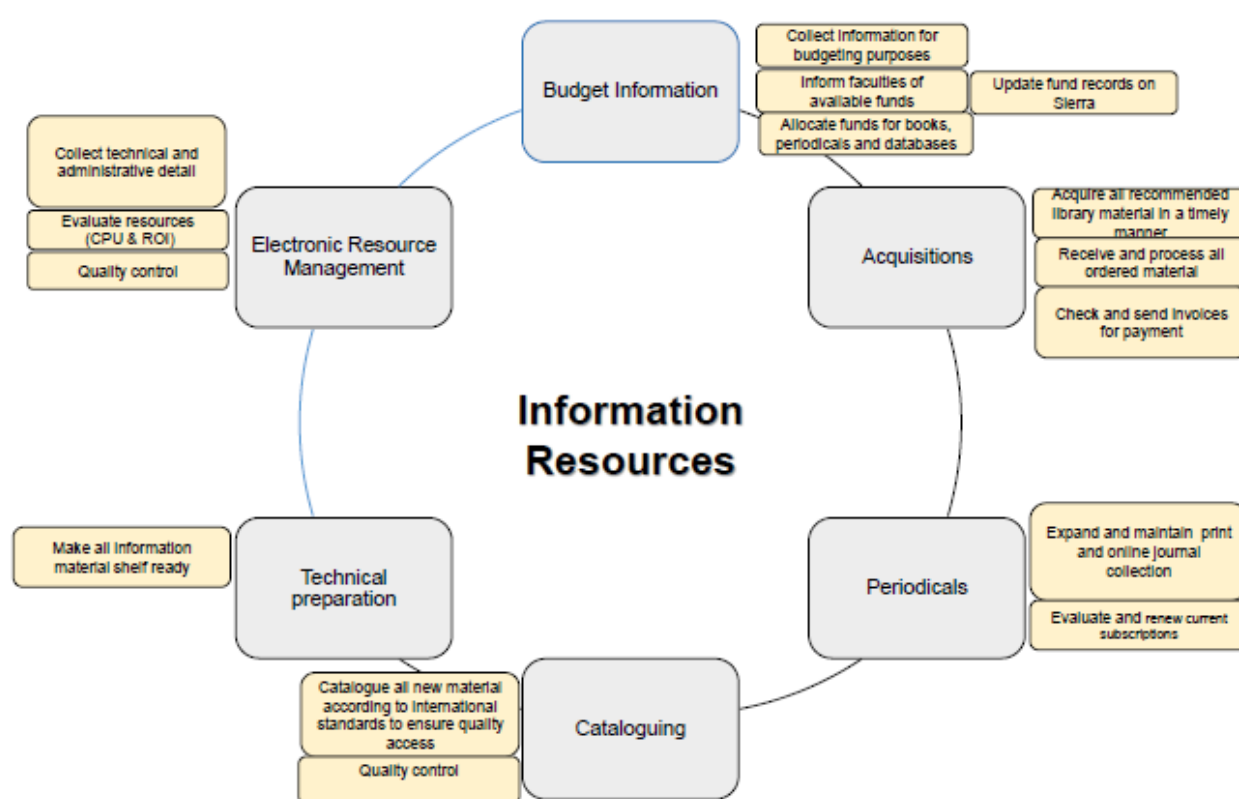
7.1.2 Information Resources

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

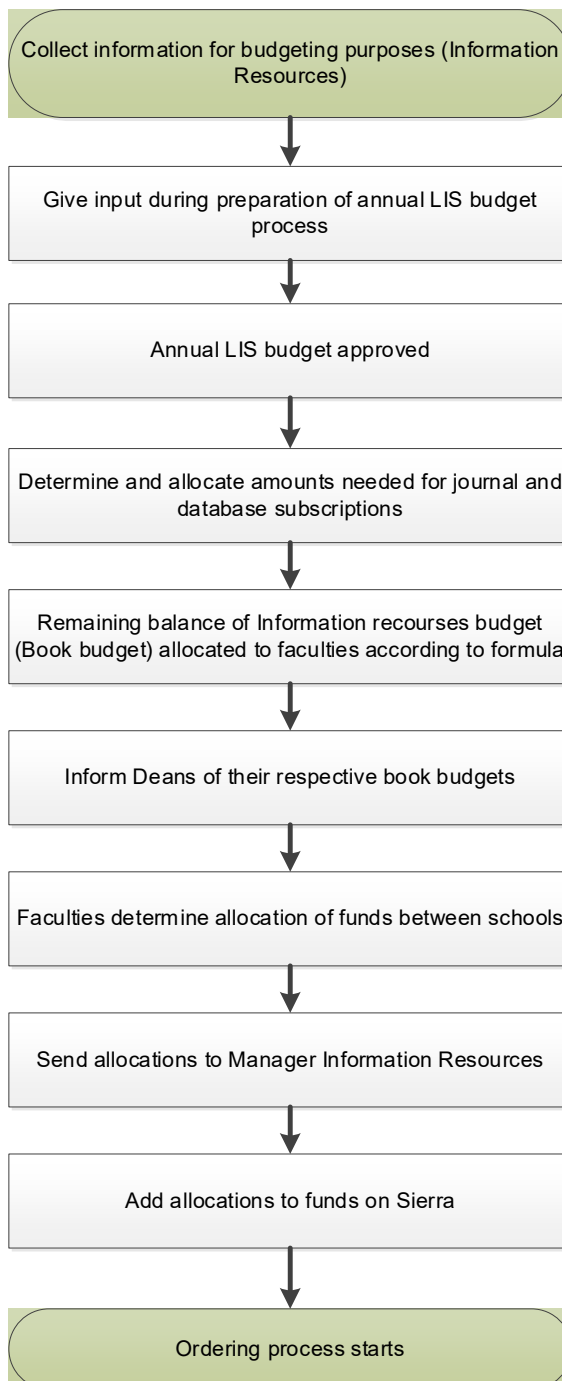
In addition to the salary, capital and operational budgets, the Library also receives an amount specifically earmarked for information resources (books, journals and electronic databases) as part of the approved University budget. This amount is allocated to the faculties according to stipulated guidelines.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

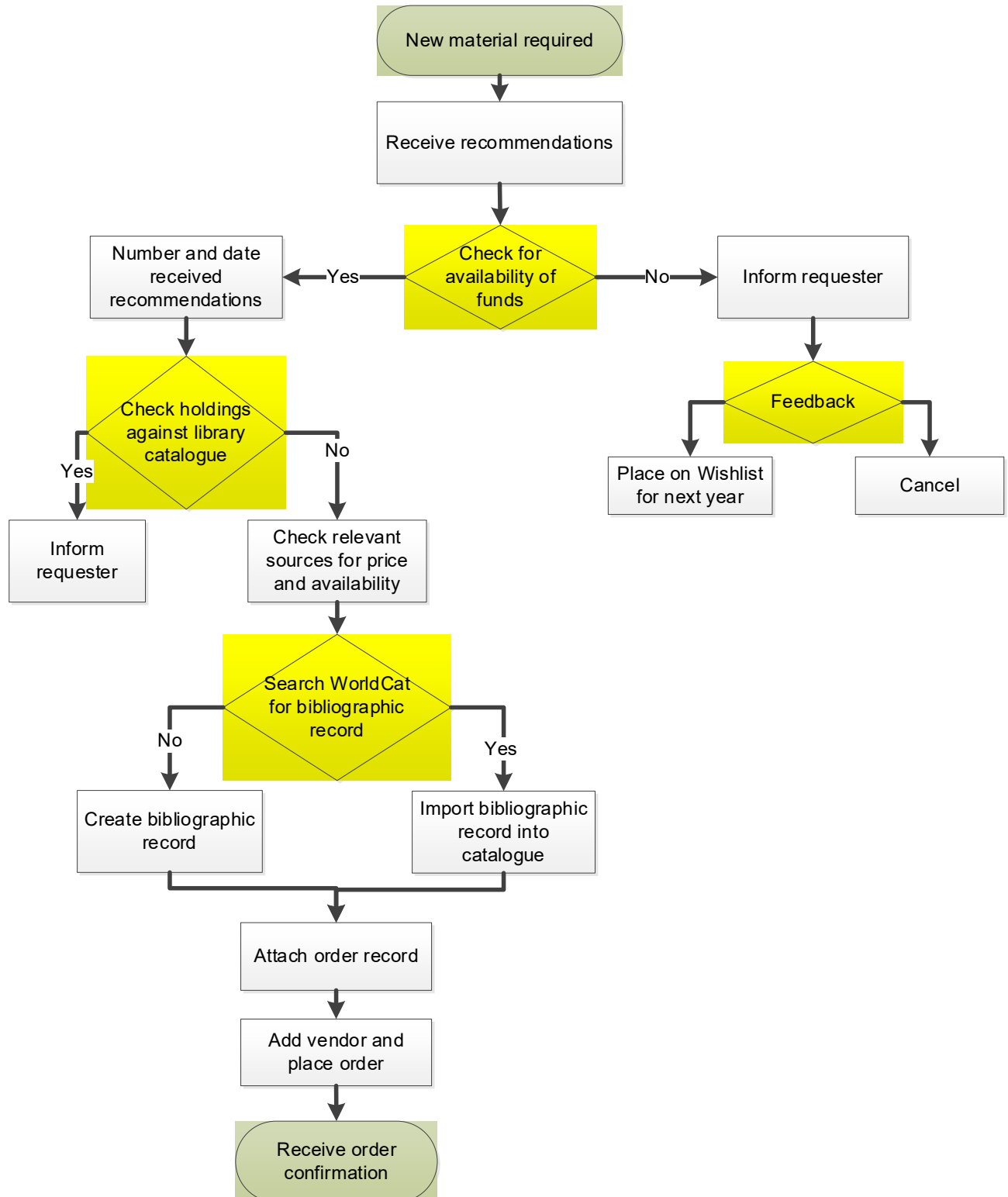
INFORMATION RESOURCES: BUDGET INFORMATION

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



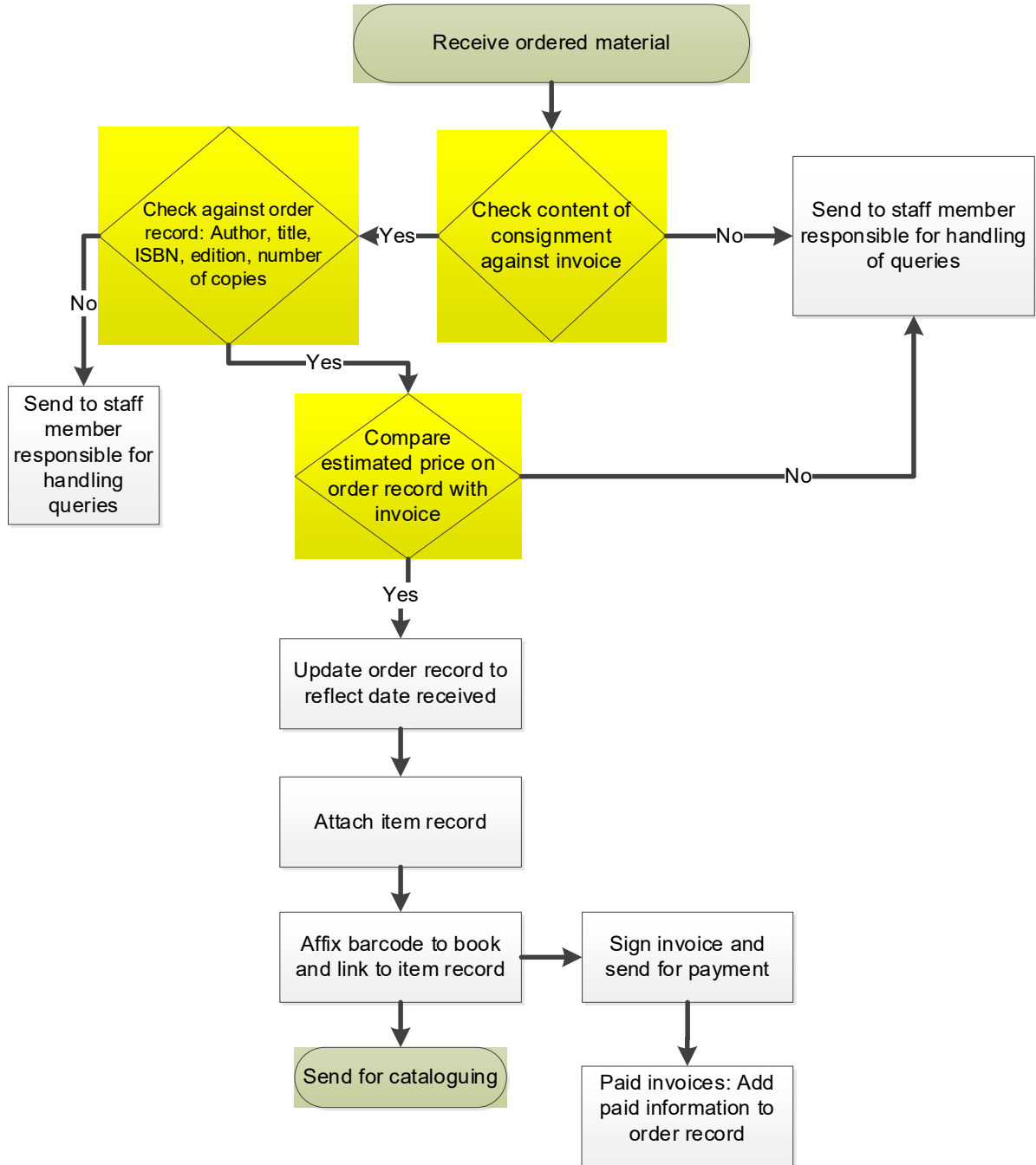
INFORMATION RESOURCES: ACQUISITIONS

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



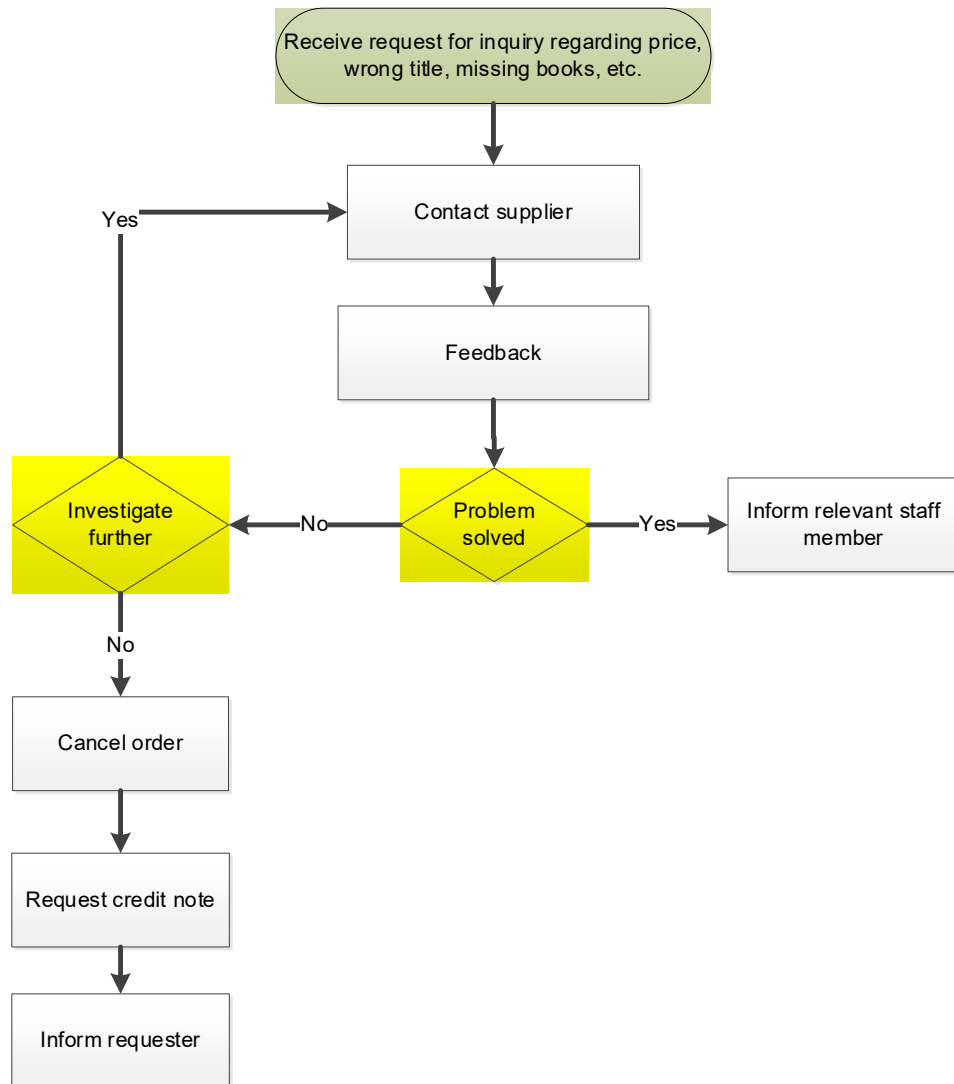
INFORMATION RESOURCES: RECEIVING

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



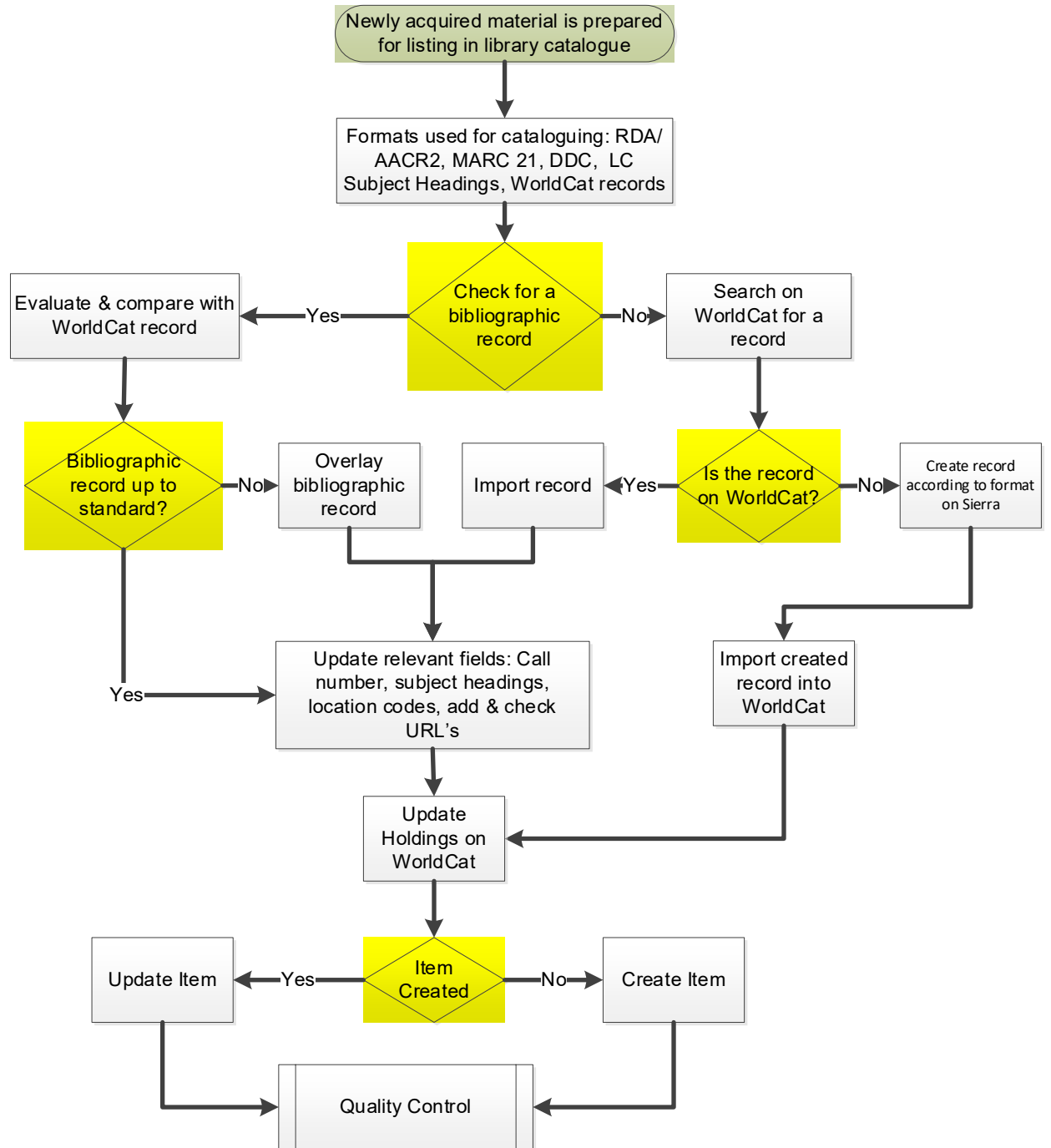
INFORMATION RESOURCES: HANDLING OF QUERIES

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



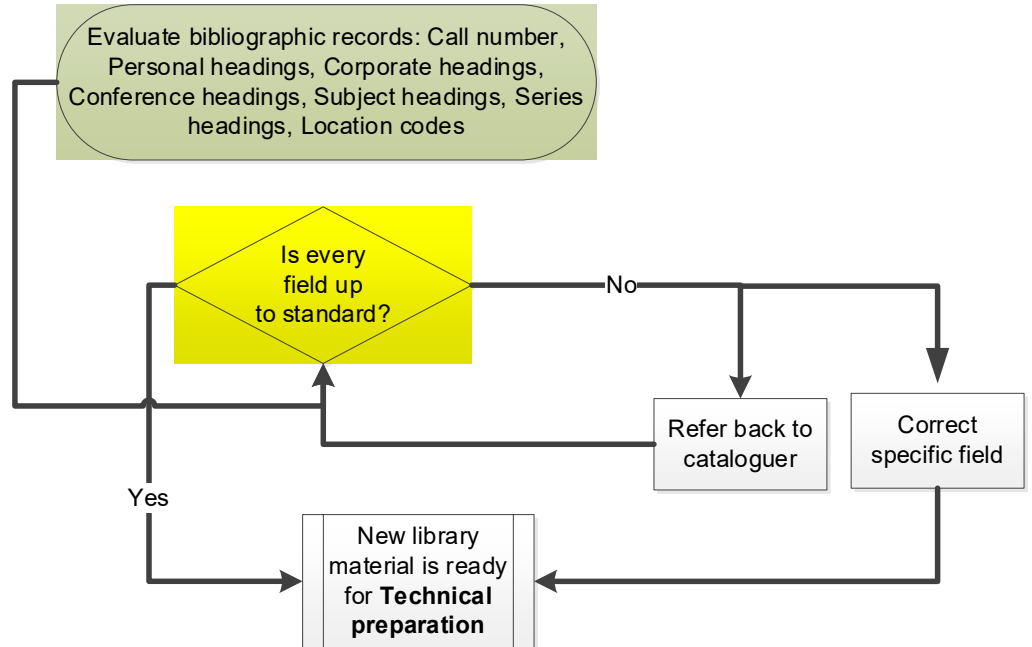
INFORMATION RESOURCES: CATALOGUING

Role-Players: Manager: Information Resources
Senior Librarian: Cataloguing
Librarian: Cataloguing



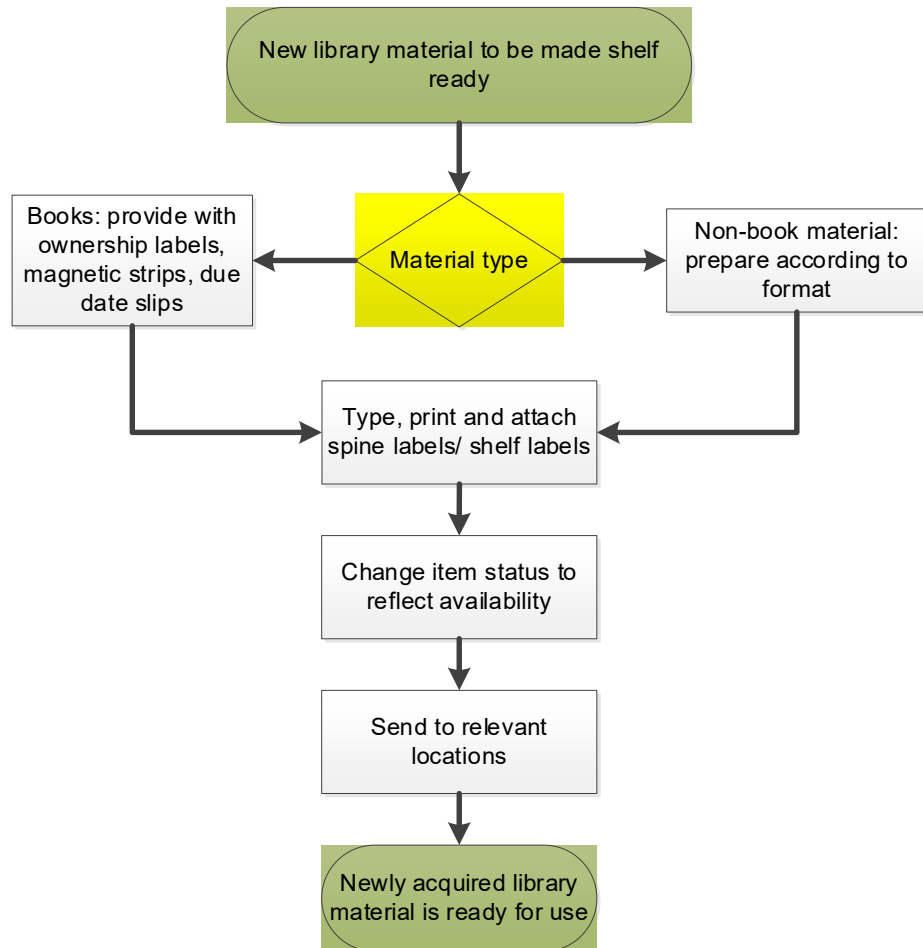
INFORMATION RESOURCES: QUALITY CONTROL

Role-Players: Manager: Information Resources
Senior Librarian: Cataloguing
Librarian: Cataloguing

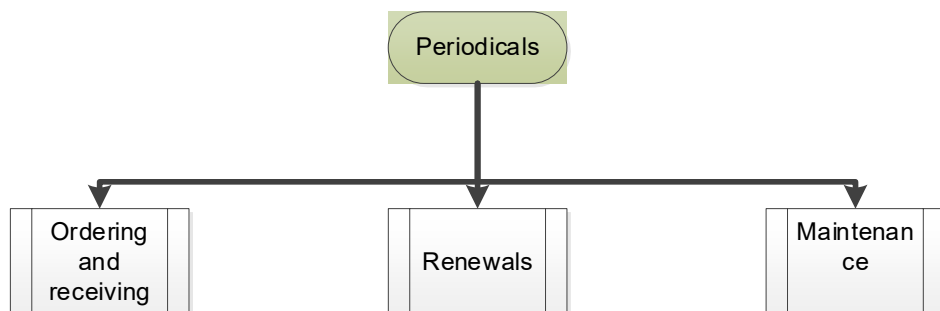


INFORMATION RESOURCES: TECHNICAL PREPARATION

Role-Players: Manager: Information Resources
Senior Librarian (Cataloguing)
Administrative Assistant (Cataloguing)

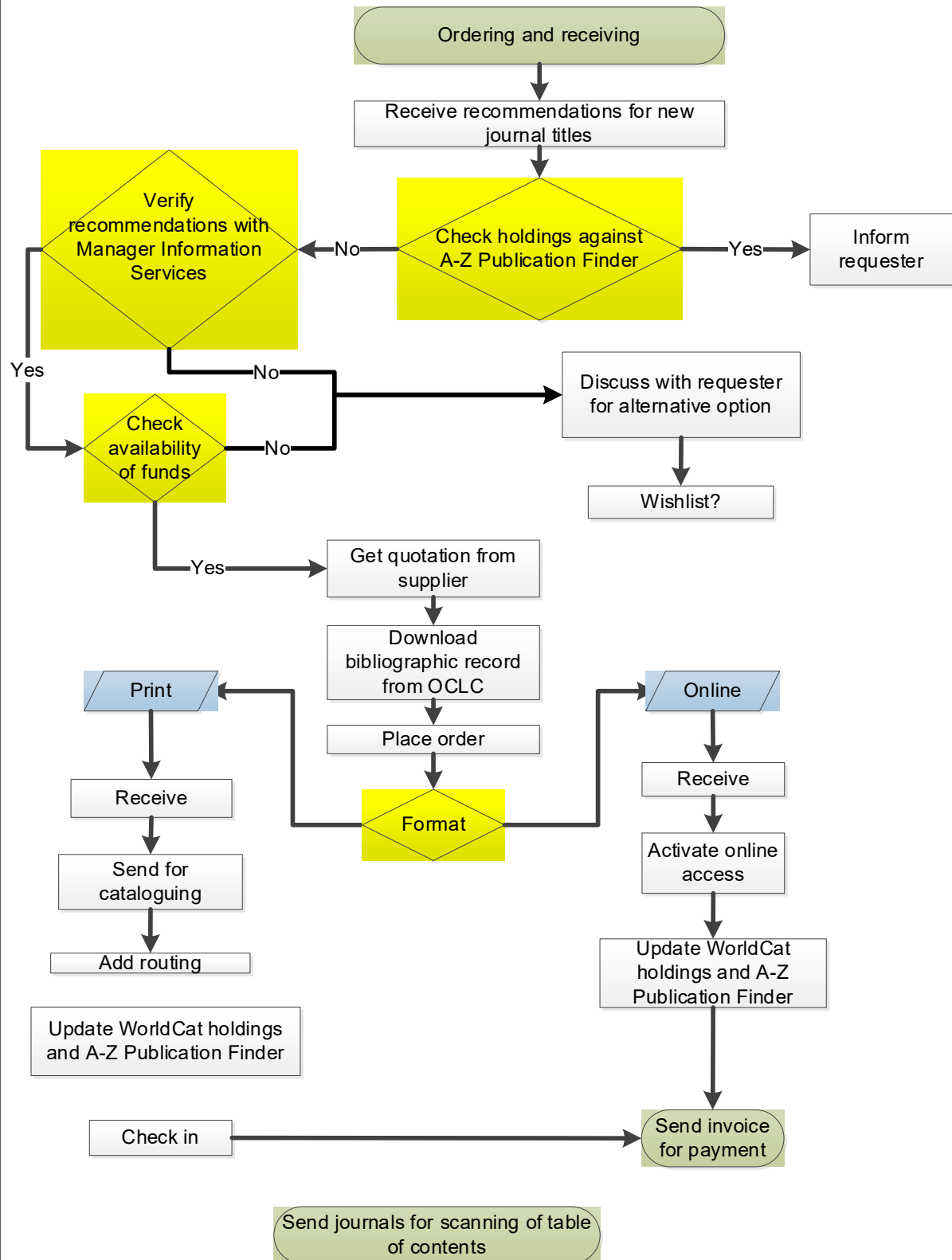


INFORMATION RESOURCES: PERIODICALS



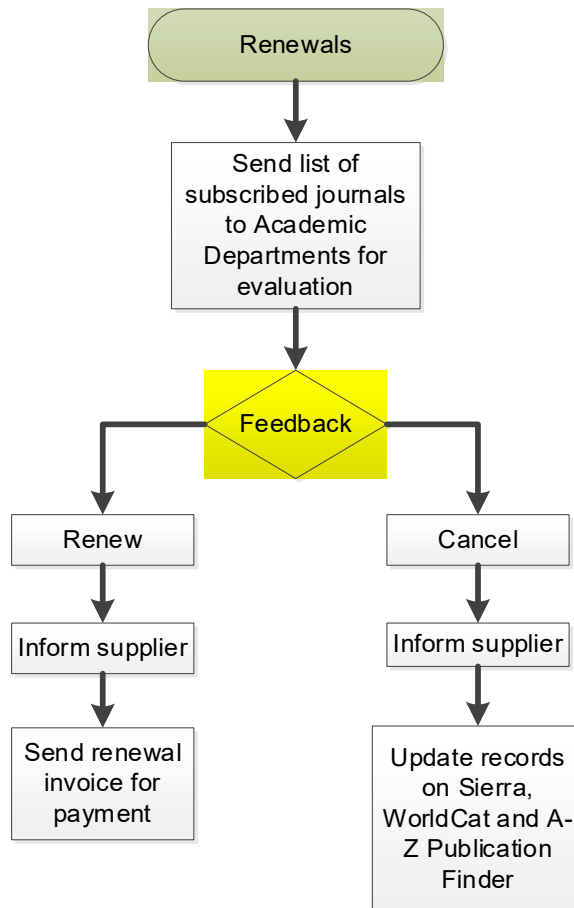
INFORMATION RESOURCES: PERIODICALS

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



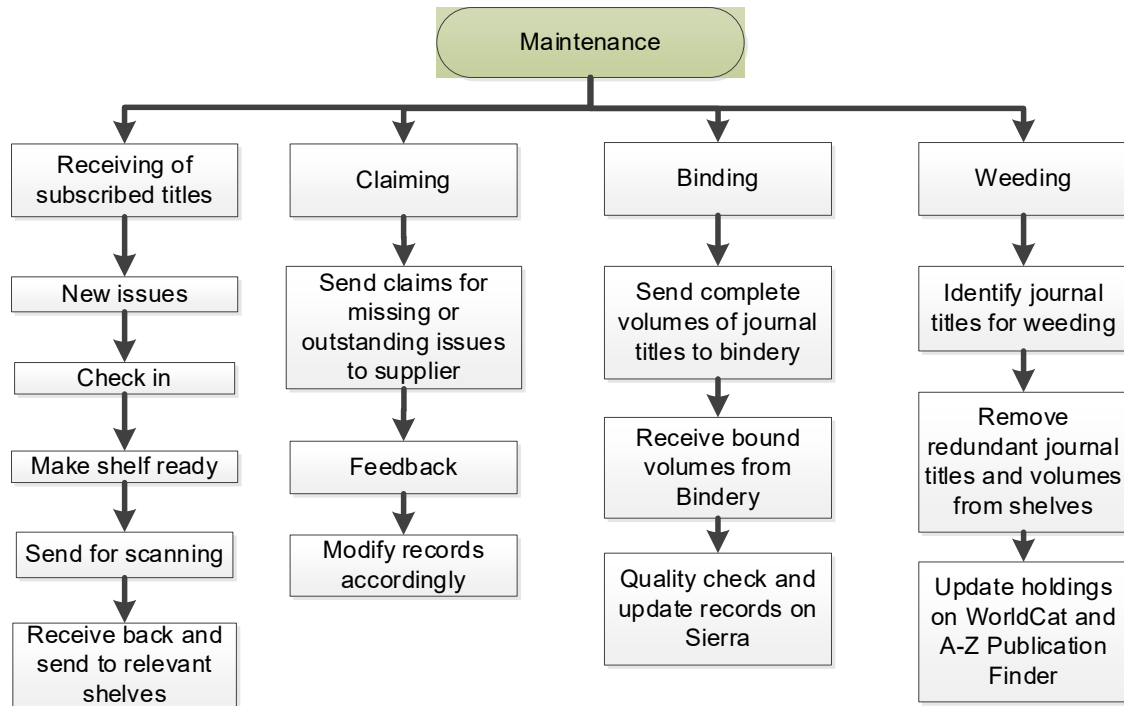
INFORMATION RESOURCES: PERIODICALS

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



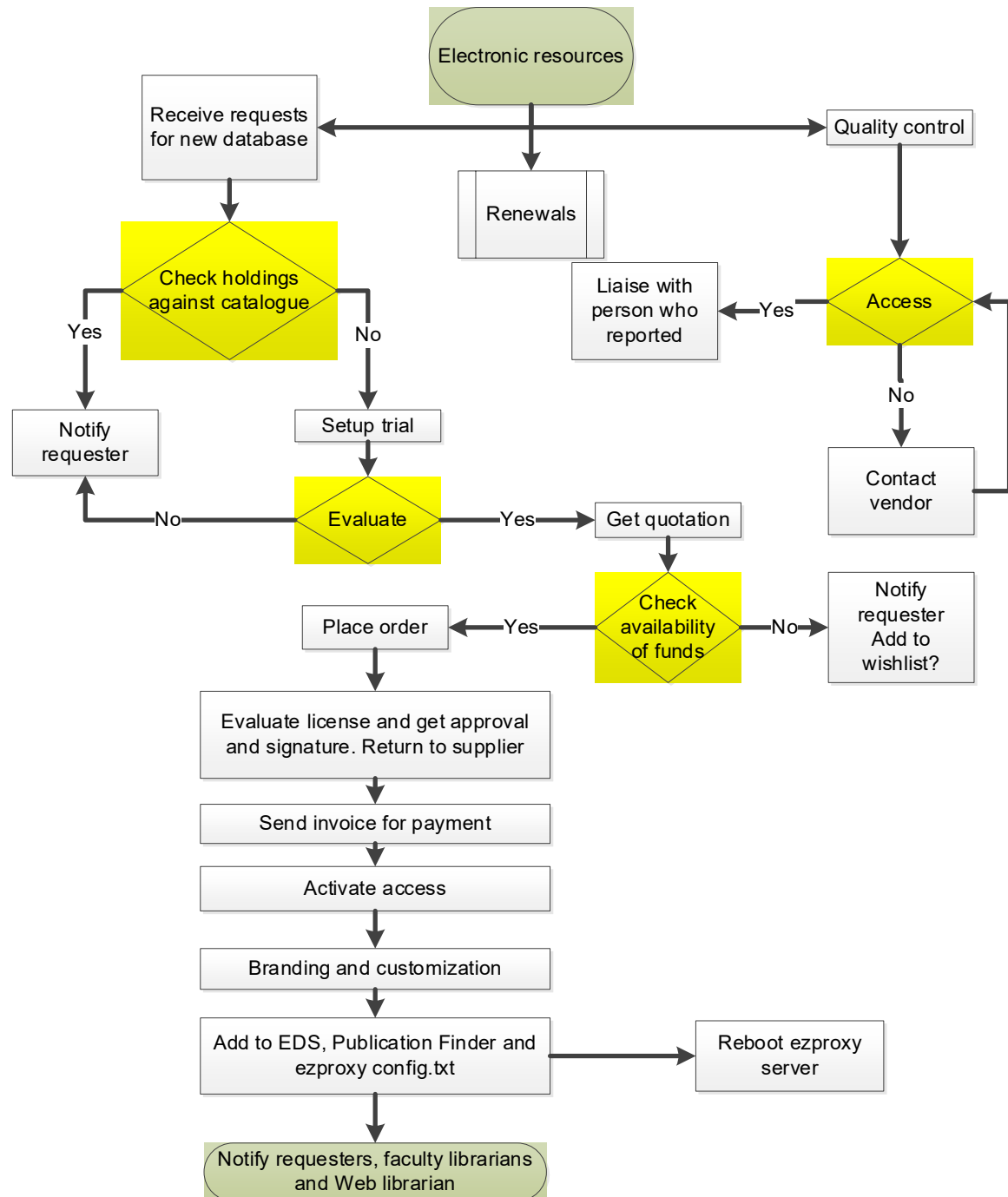
INFORMATION RESOURCES: PERIODICALS

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



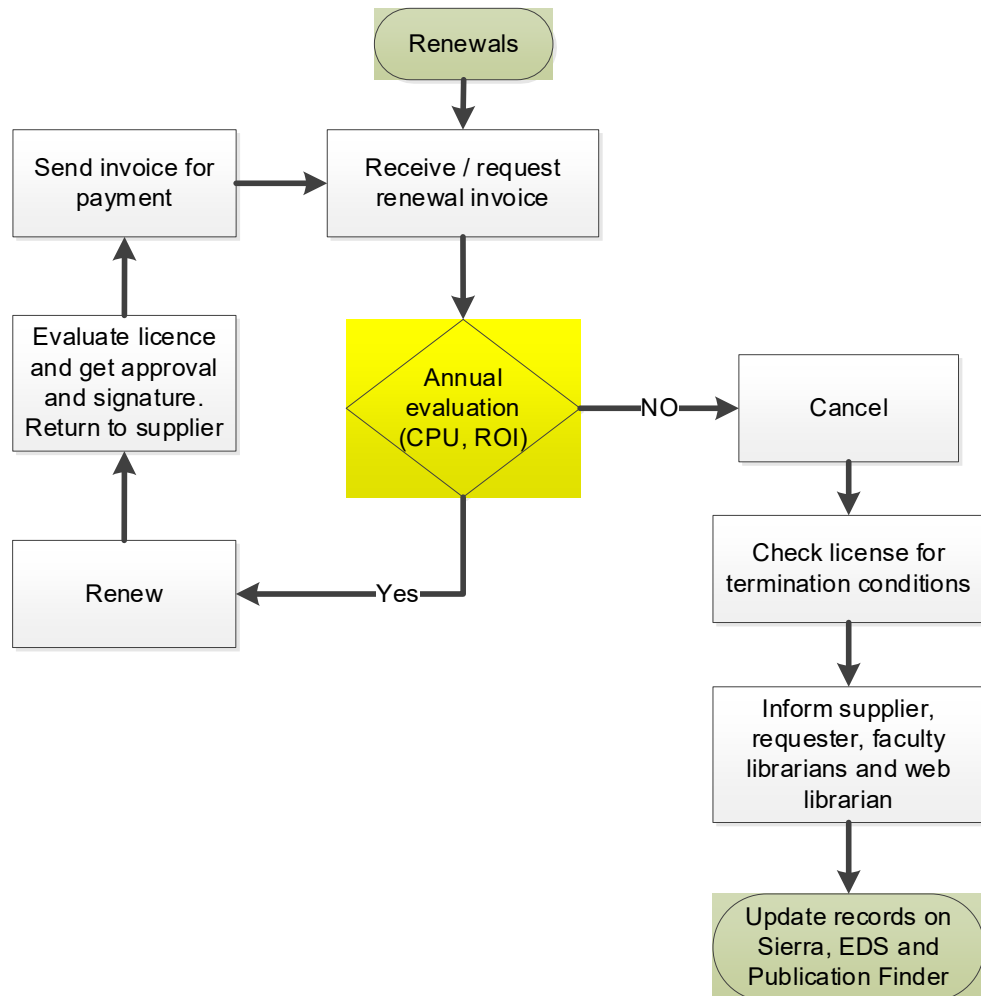
INFORMATION RESOURCES: ELECTRONIC RESOURCE MANAGEMENT (ERM)

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 (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](#)
- [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.

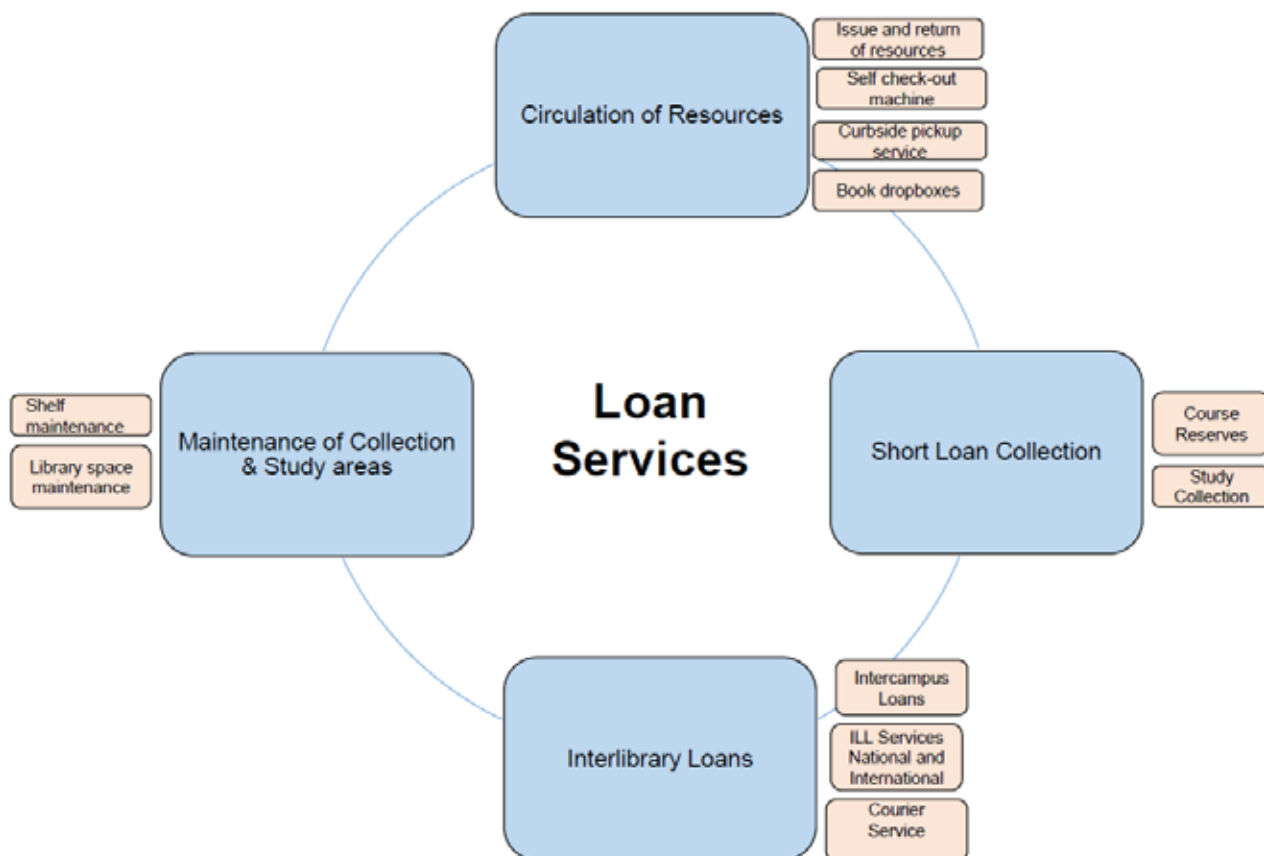
Loan Services may be regarded as a window to the Library and a premium is thus placed on the user friendliness, excellence of staff and services. The aim is to provide optimised and reliable systems to enable external and internal users to retrieve and use information sources, whether traditional, non-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

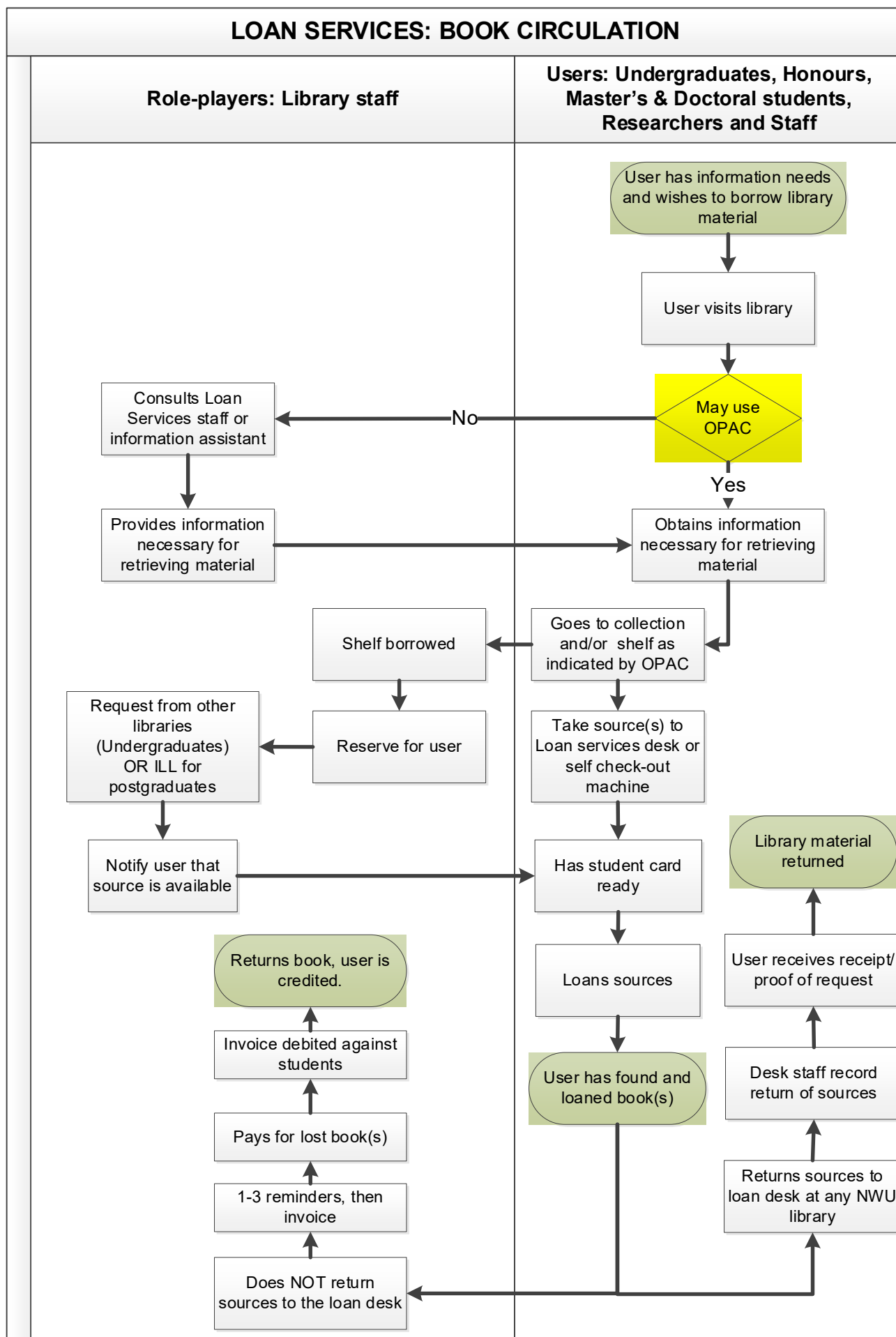
Study areas are divided as follows:

- 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

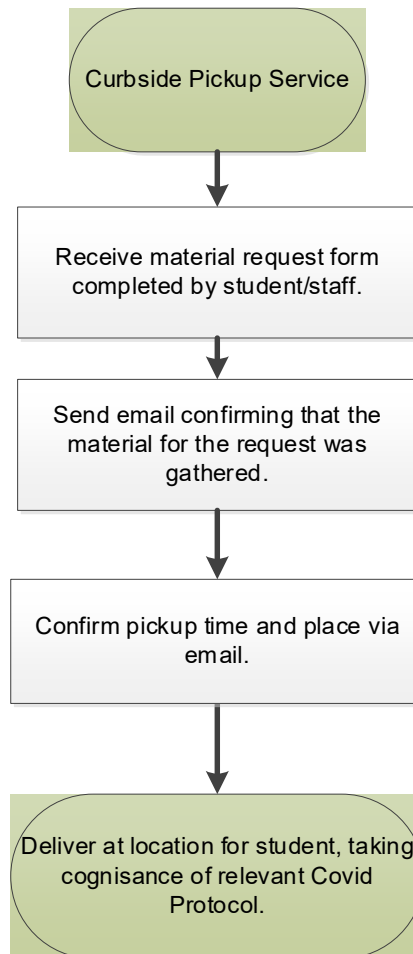
LOAN SERVICES: BOOK CIRCULATION

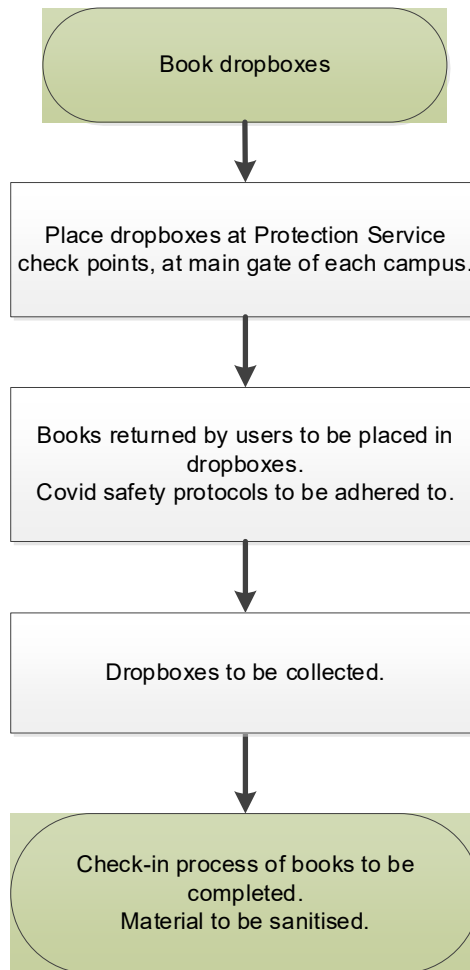


LOAN SERVICES: CURBSIDE PICKUP SERVICES

Role-players: Loan Services Staff

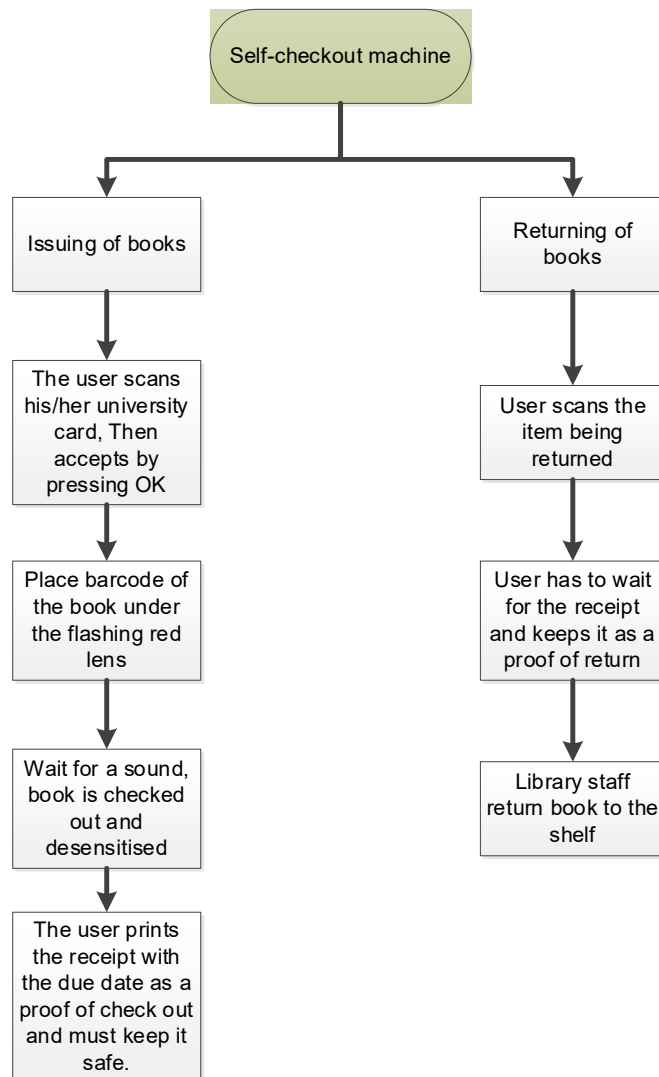
Users: All registered library users



LOAN SERVICES: BOOK DROPBOXES**Role-players: Loan Services staff****Users: All registered library users**

LOAN SERVICES: SELF CHECK

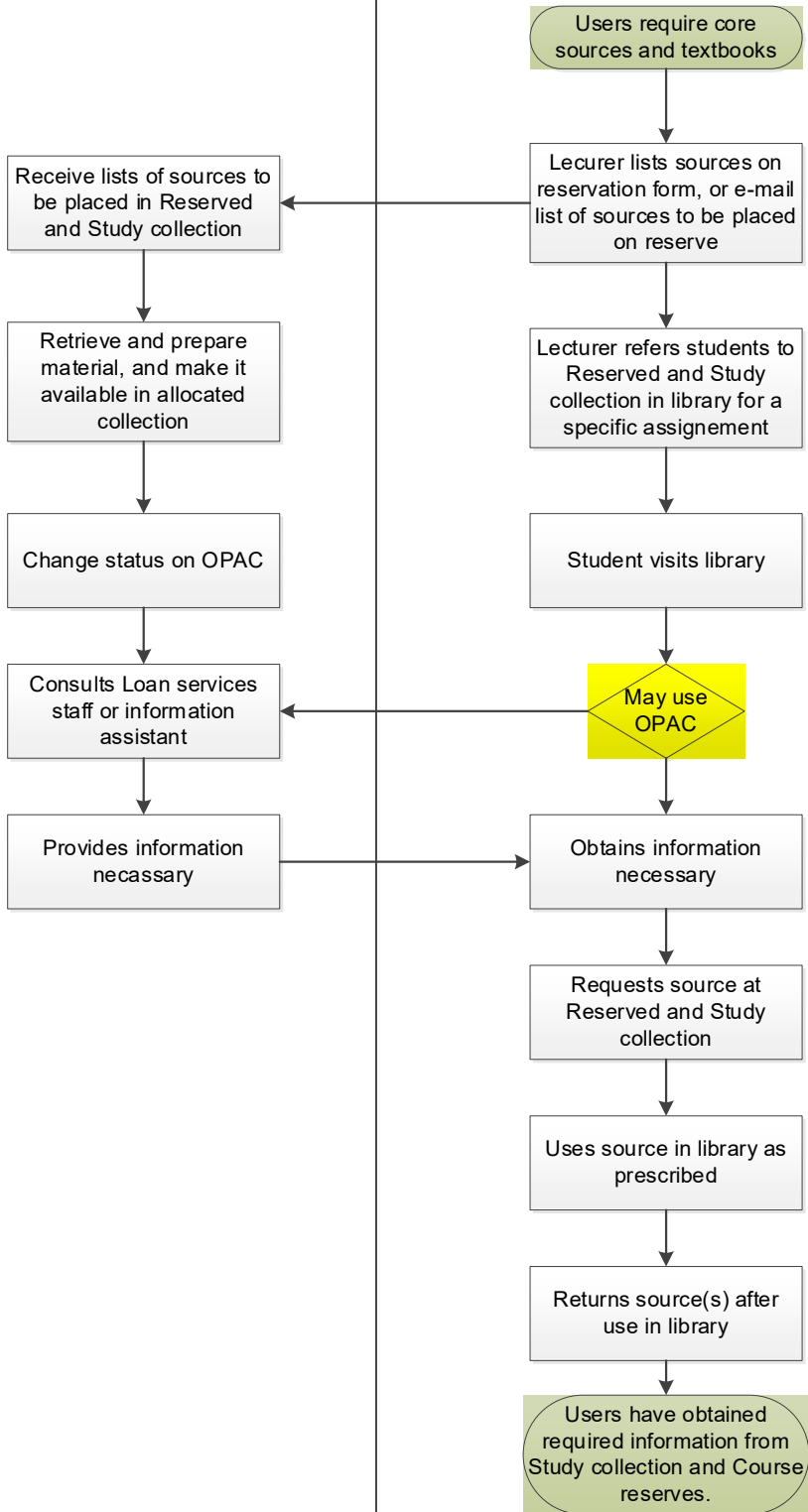
Users: NWU Library users

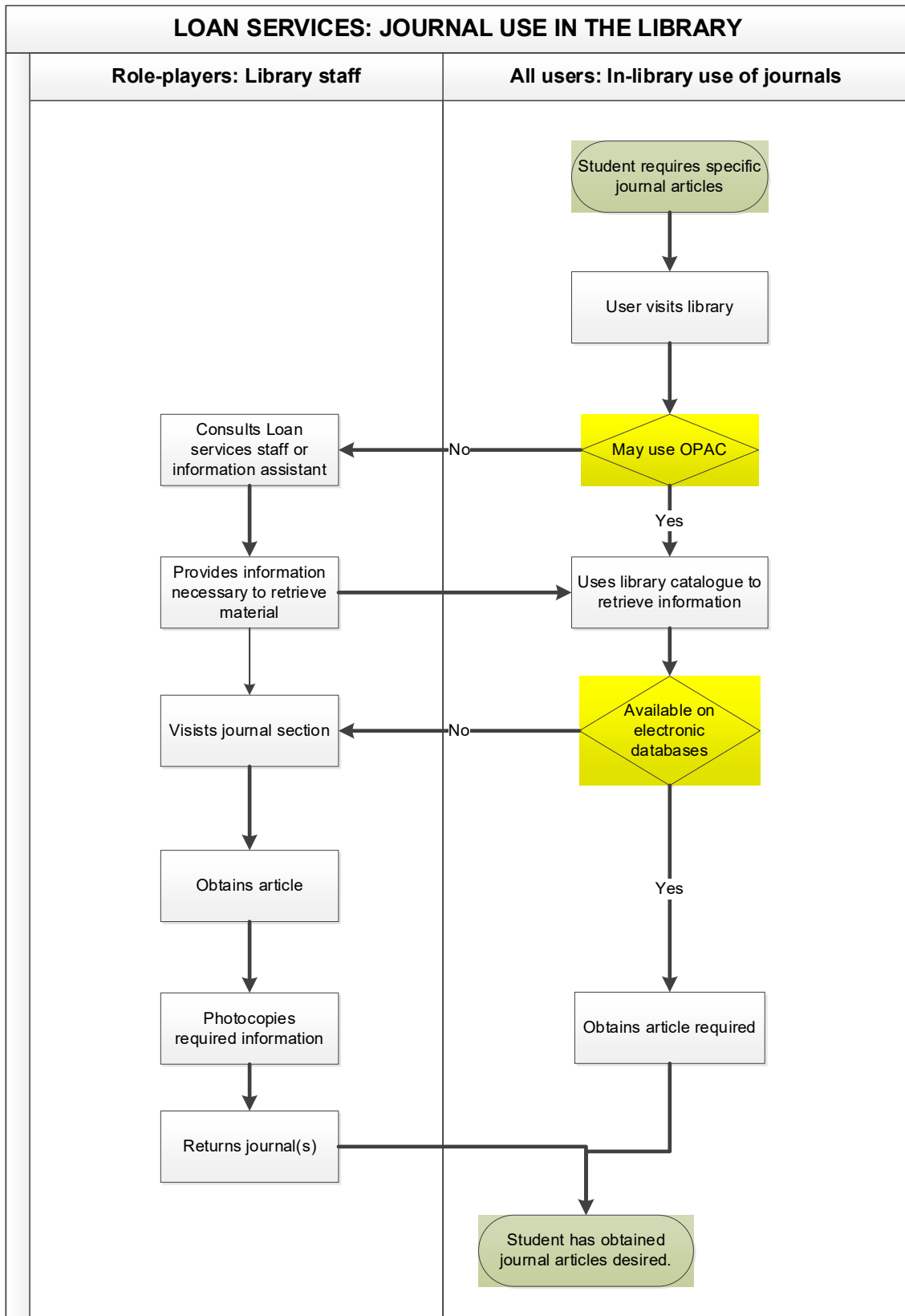


LOAN SERVICES: STUDY COLLECTION AND COURSE RESERVES

Role-players: Library staff

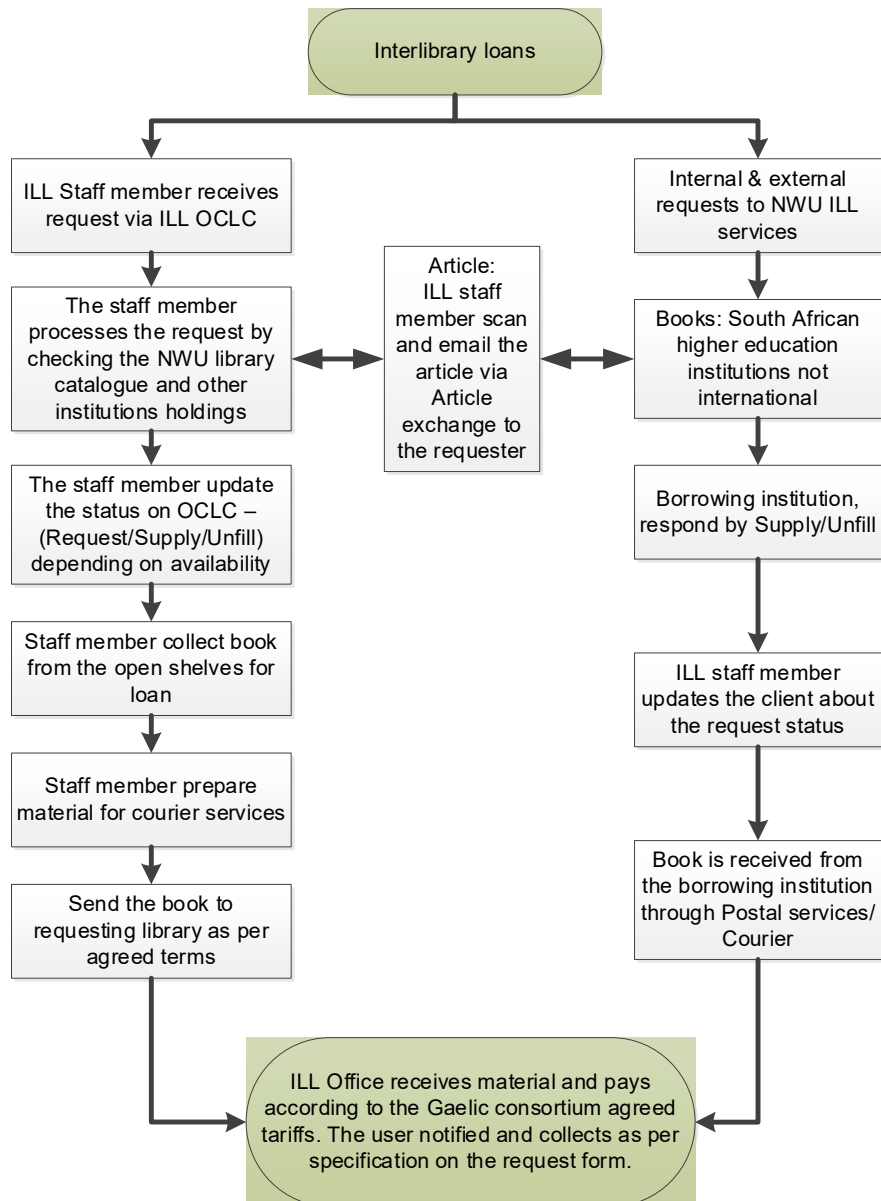
Users: Undergraduate, honours and master's and PHD's students

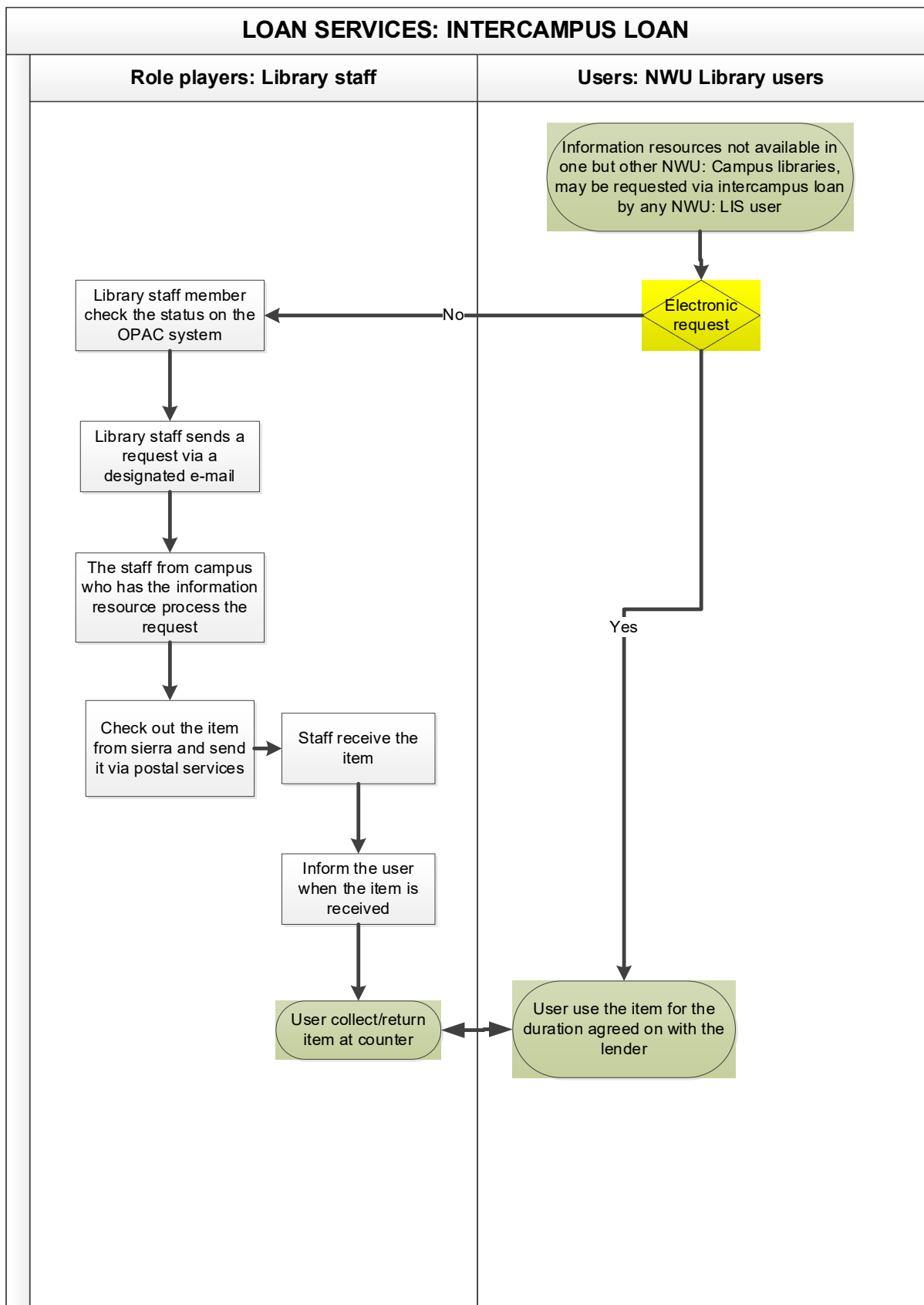




LOAN SERVICES: INTERLIBRARY LOANS

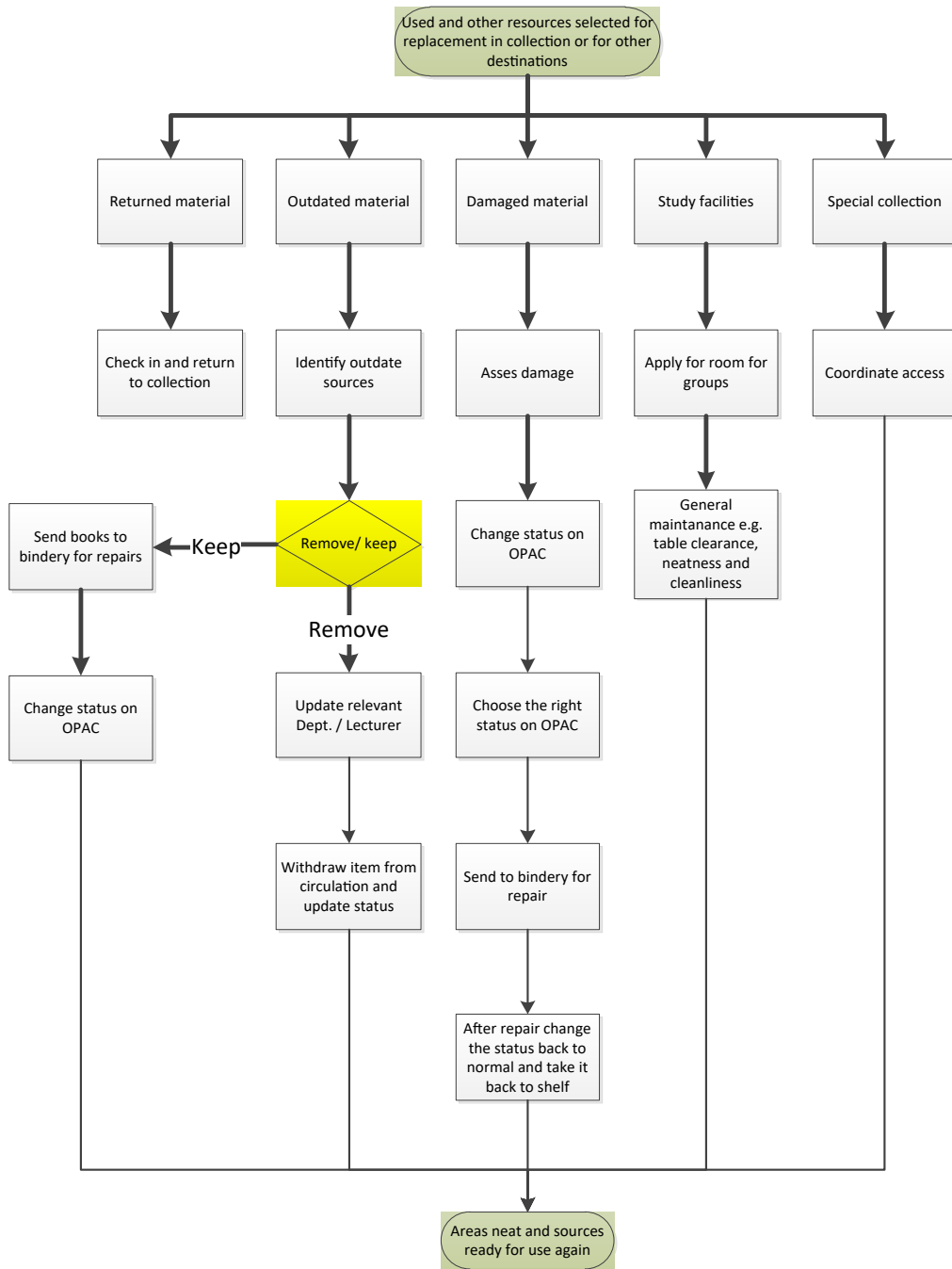
Role-players: Library staff





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 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](#)
- [Services according to user category](#)

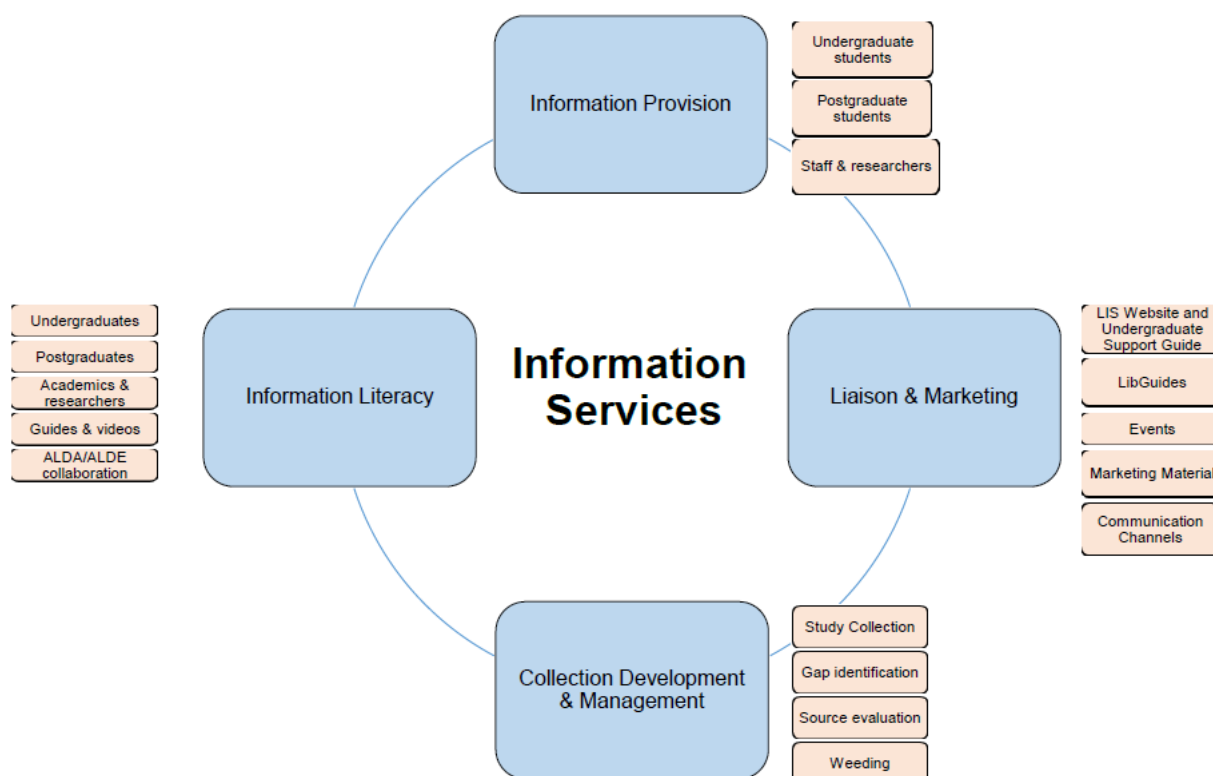
7.1.4 Information Services

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 categories* 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 session ensures that 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.

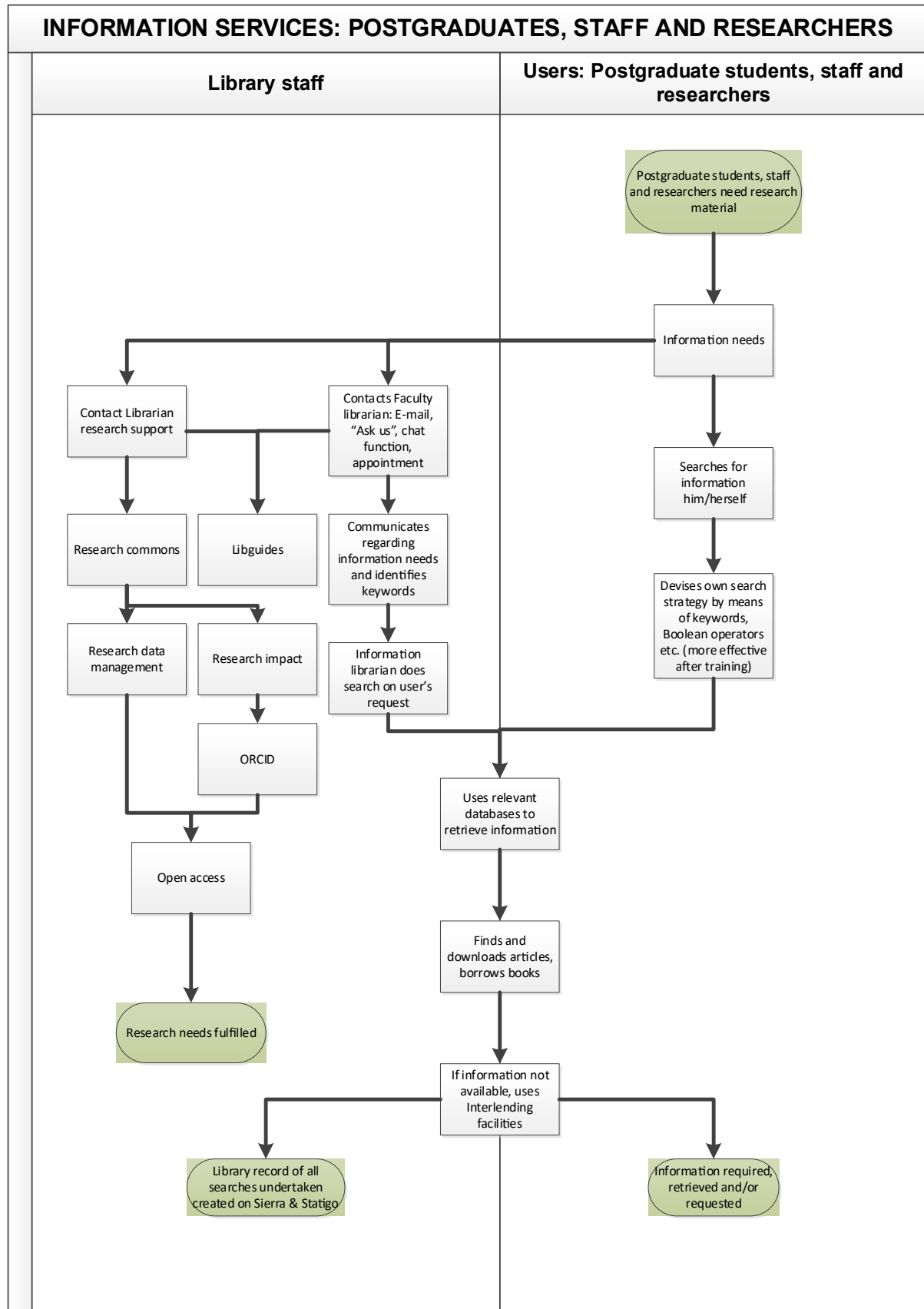
7.1.4.3.4 Collection development

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.

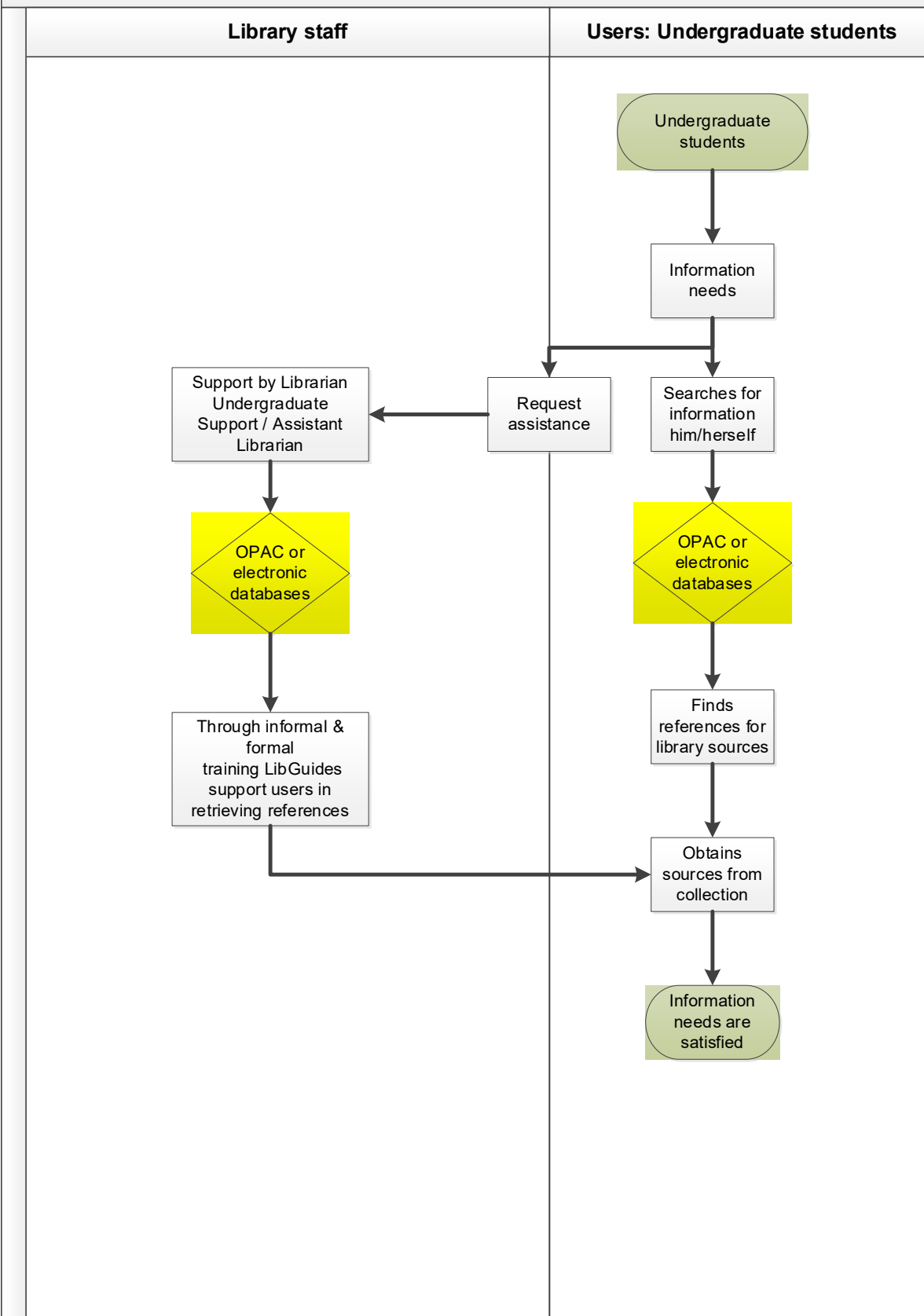
7.1.4.4 Diagrams and Flowcharts

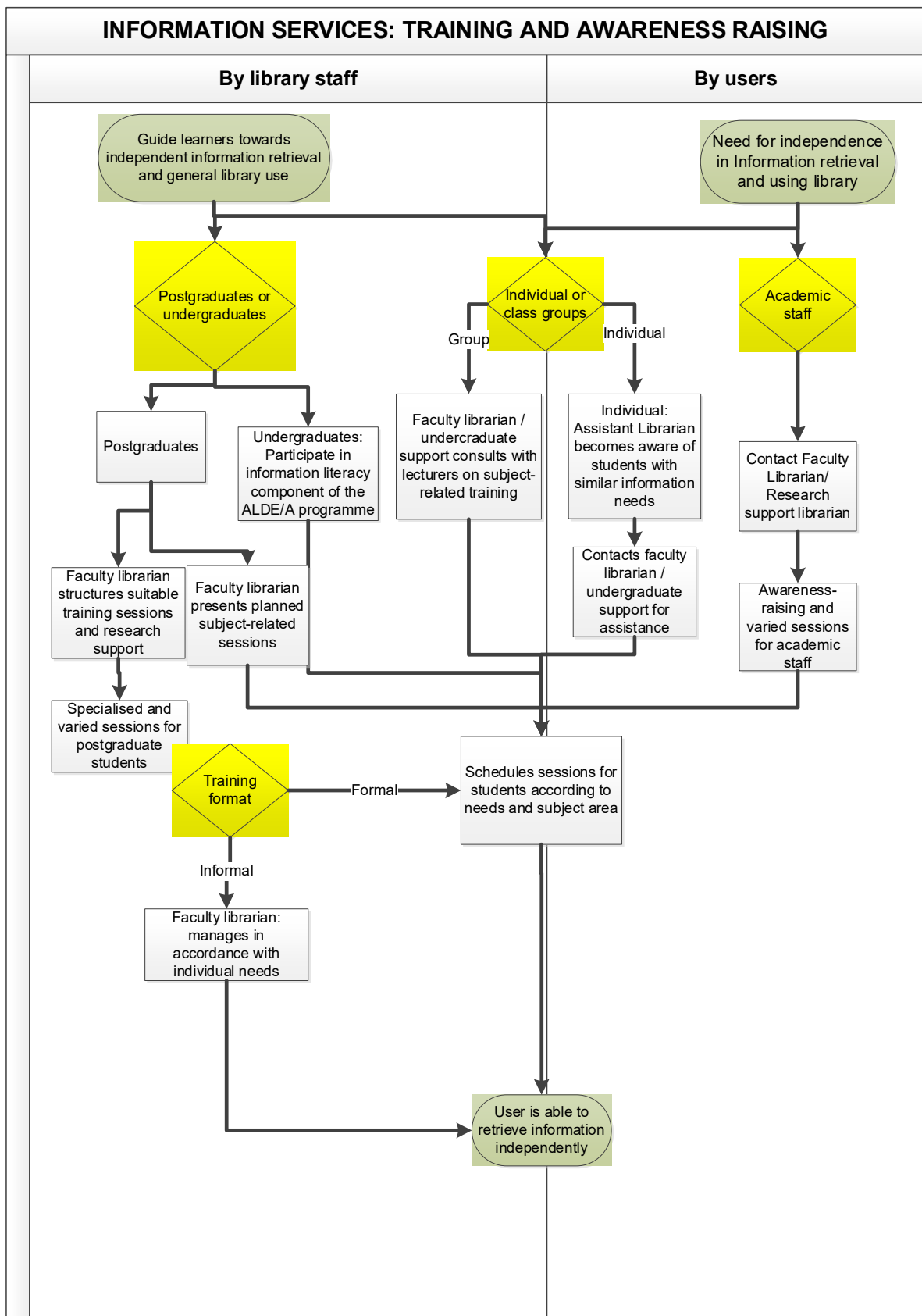
Visio flowcharts of the following processes are provided on the following pages:

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

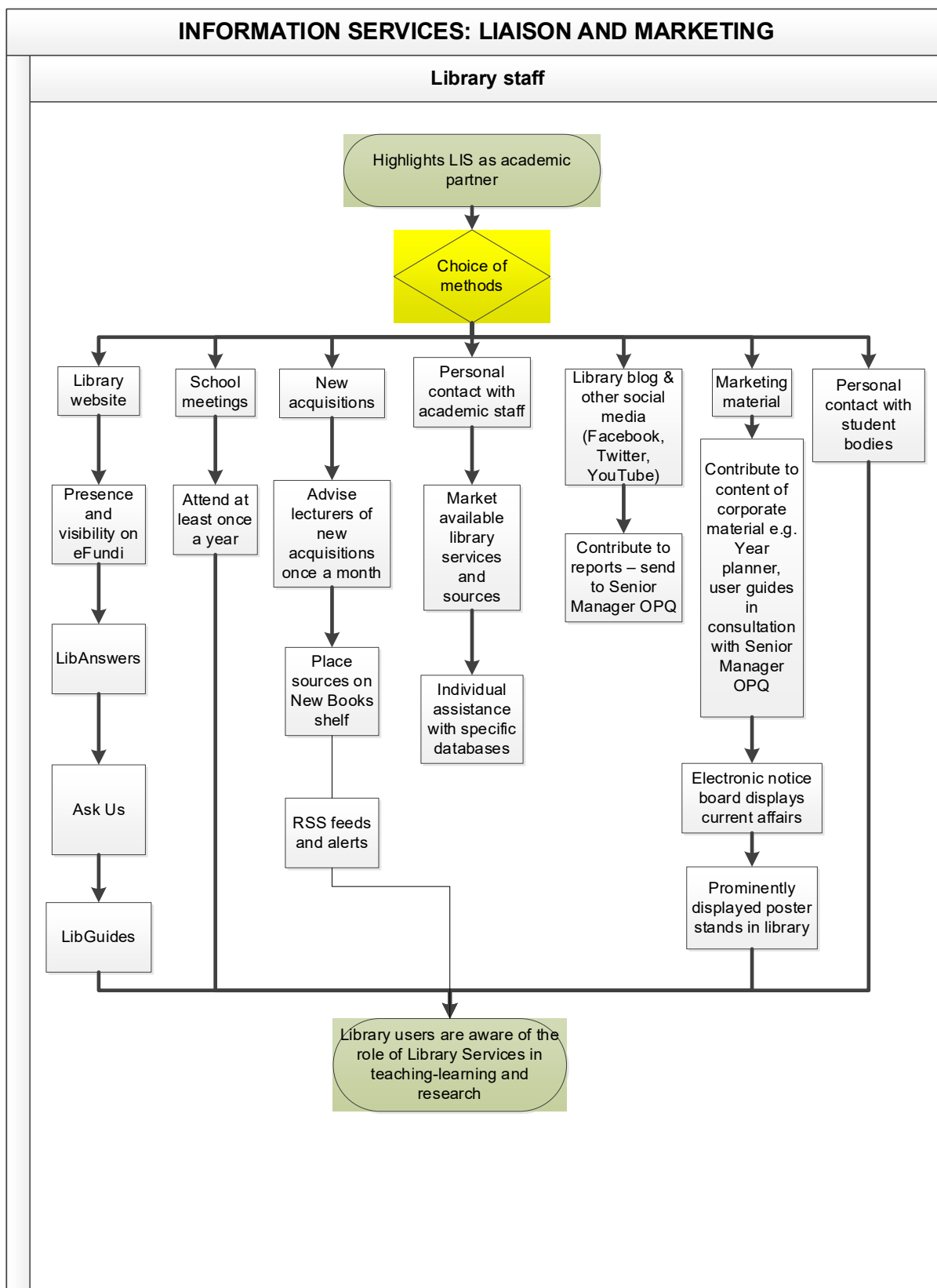


INFORMATION SERVICES: UNDERGRADUATE STUDENTS



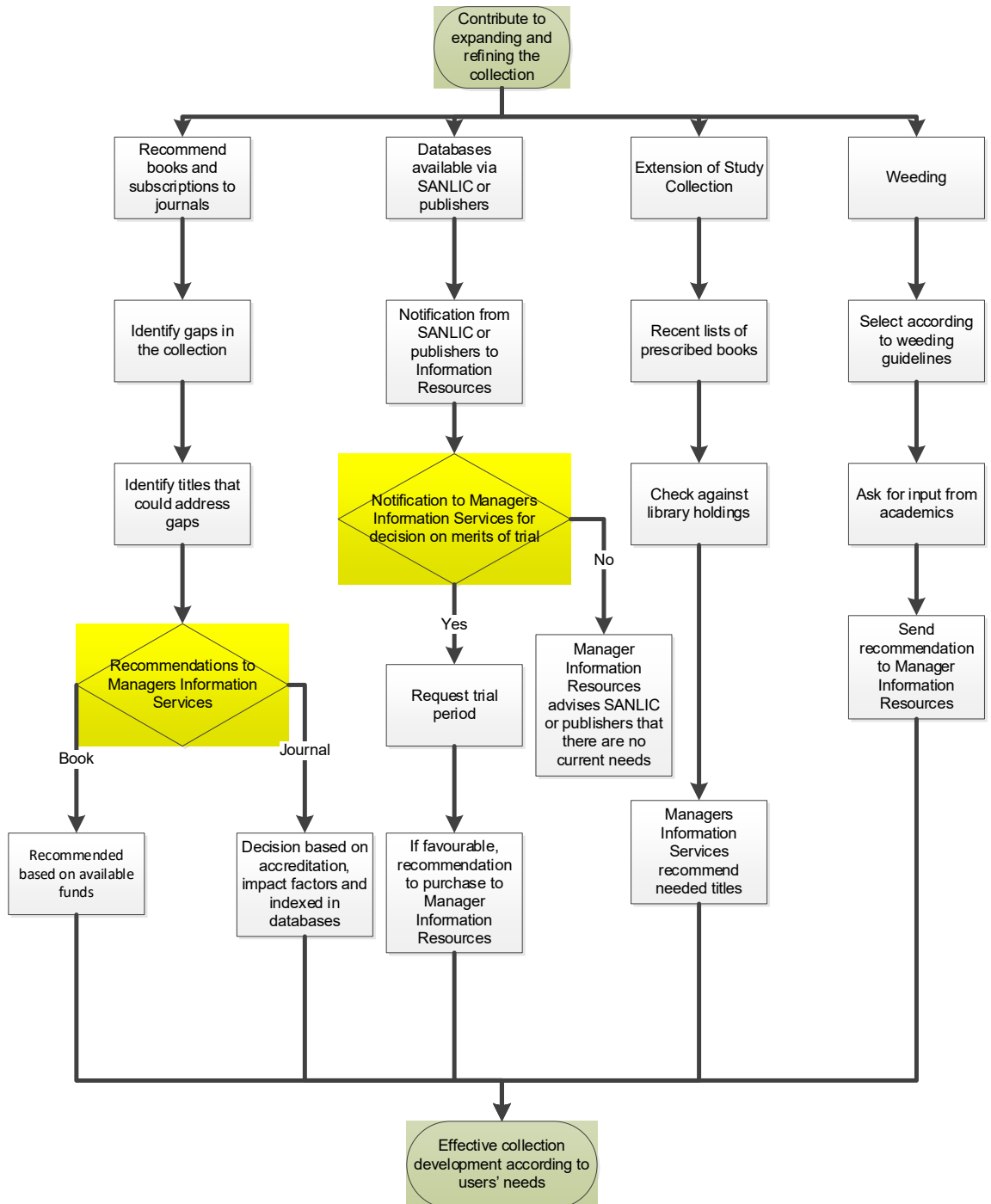


INFORMATION SERVICES: LIAISON AND MARKETING



INFORMATION SERVICES: COLLECTION DEVELOPMENT

Role-players: Library staff



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

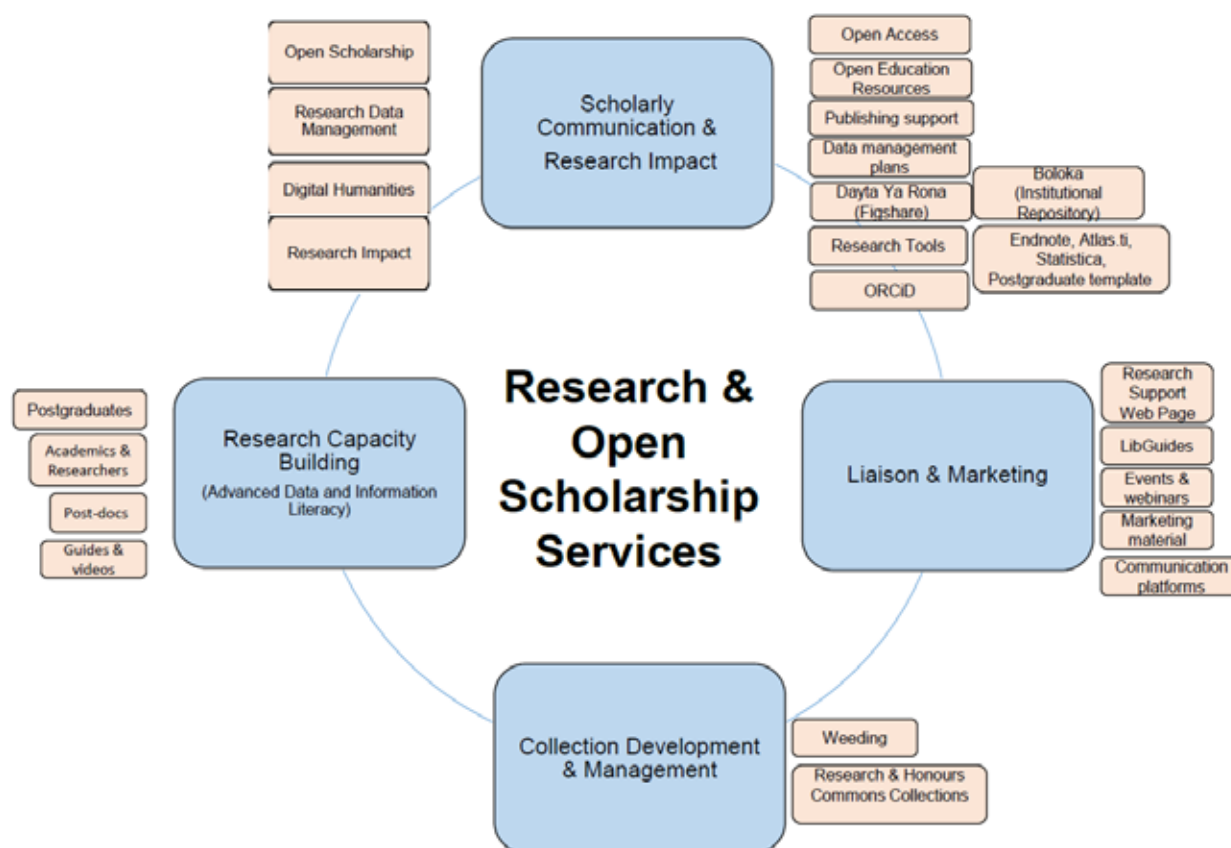
7.1.5 Research and Open Scholarship Services

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.

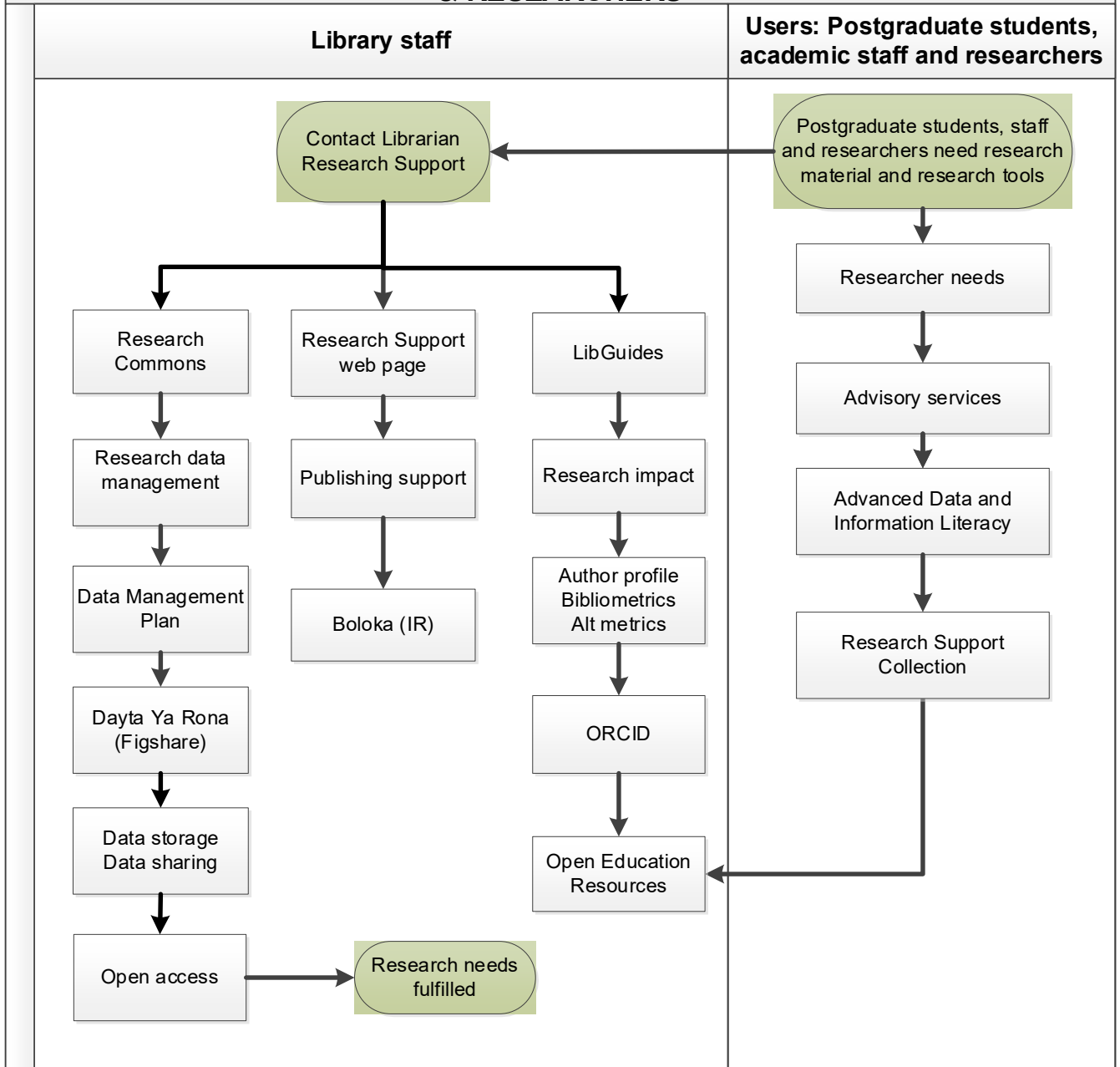
7.1.5.10 Research Capacity Building (Advanced Data and Information Literacy)

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:

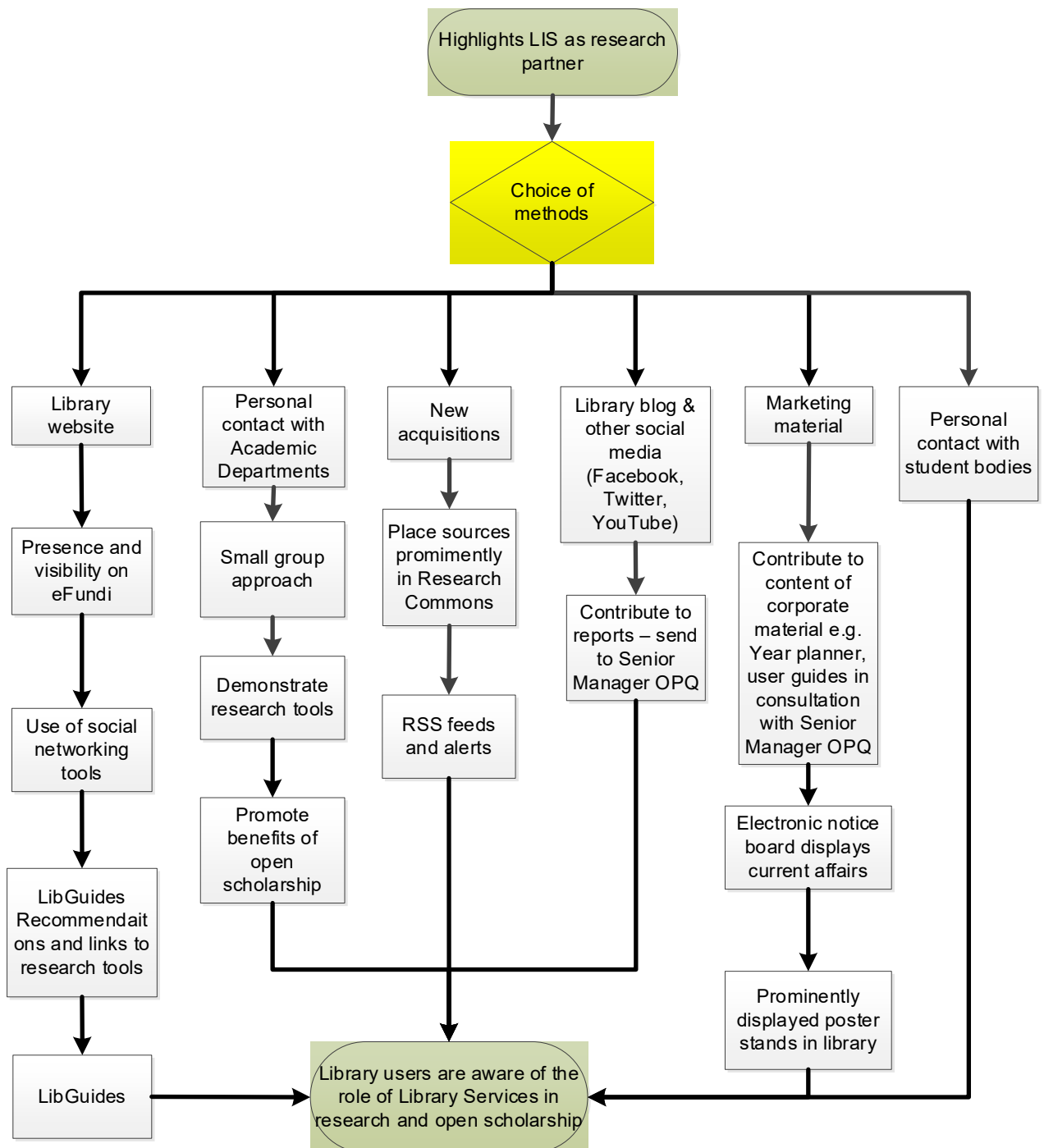
- Research and Open Scholarship Services for postgraduate students, staff and researchers
- Liaison and marketing
- Collection development
- Research capacity building

RESEARCH AND OPEN SCHOLARSHIP SERVICES: POSTGRADUATES, STAFF & RESEARCHERS



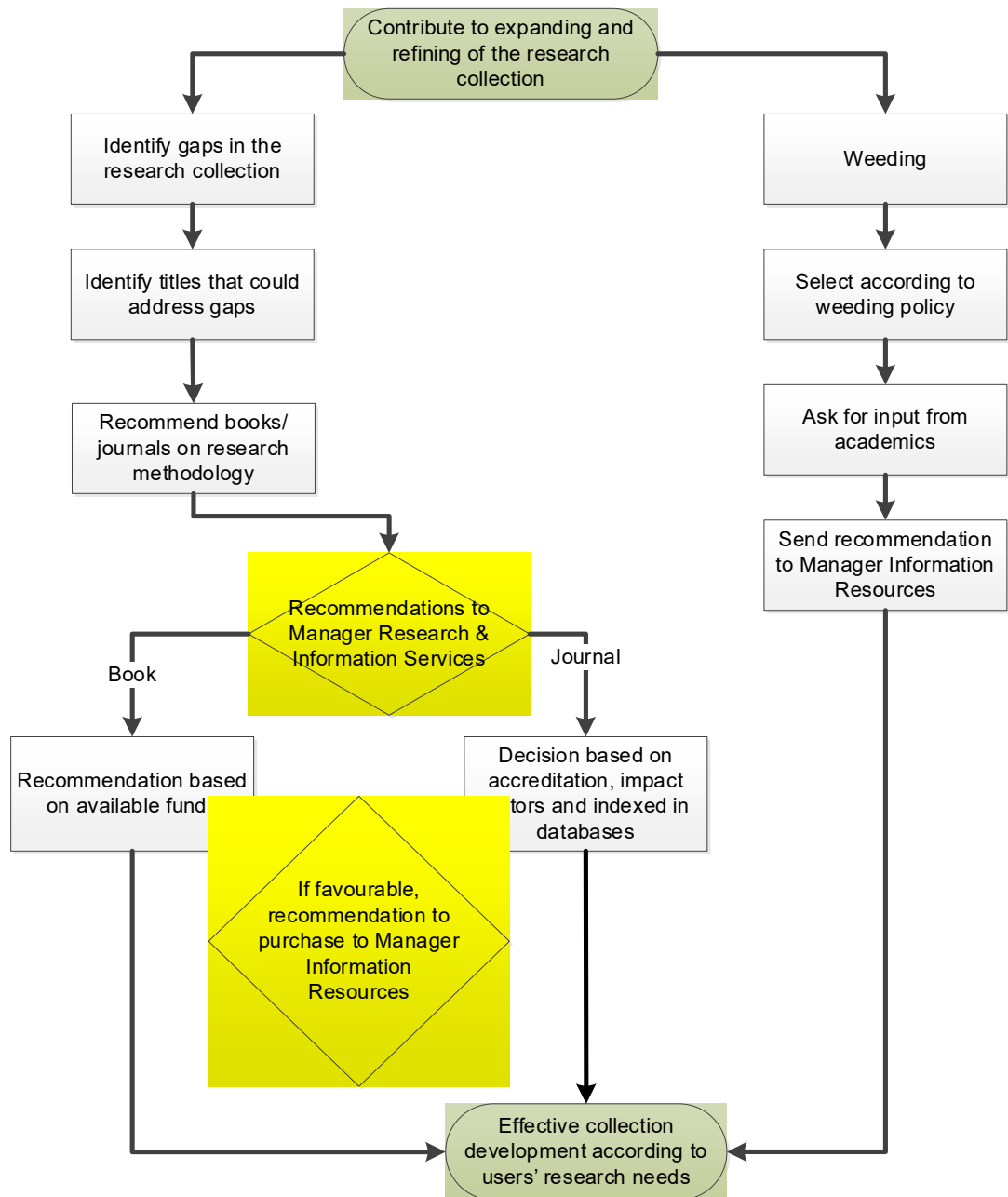
RESEARCH AND OPEN SCHOLARSHIP SERVICES: LIAISON AND MARKETING

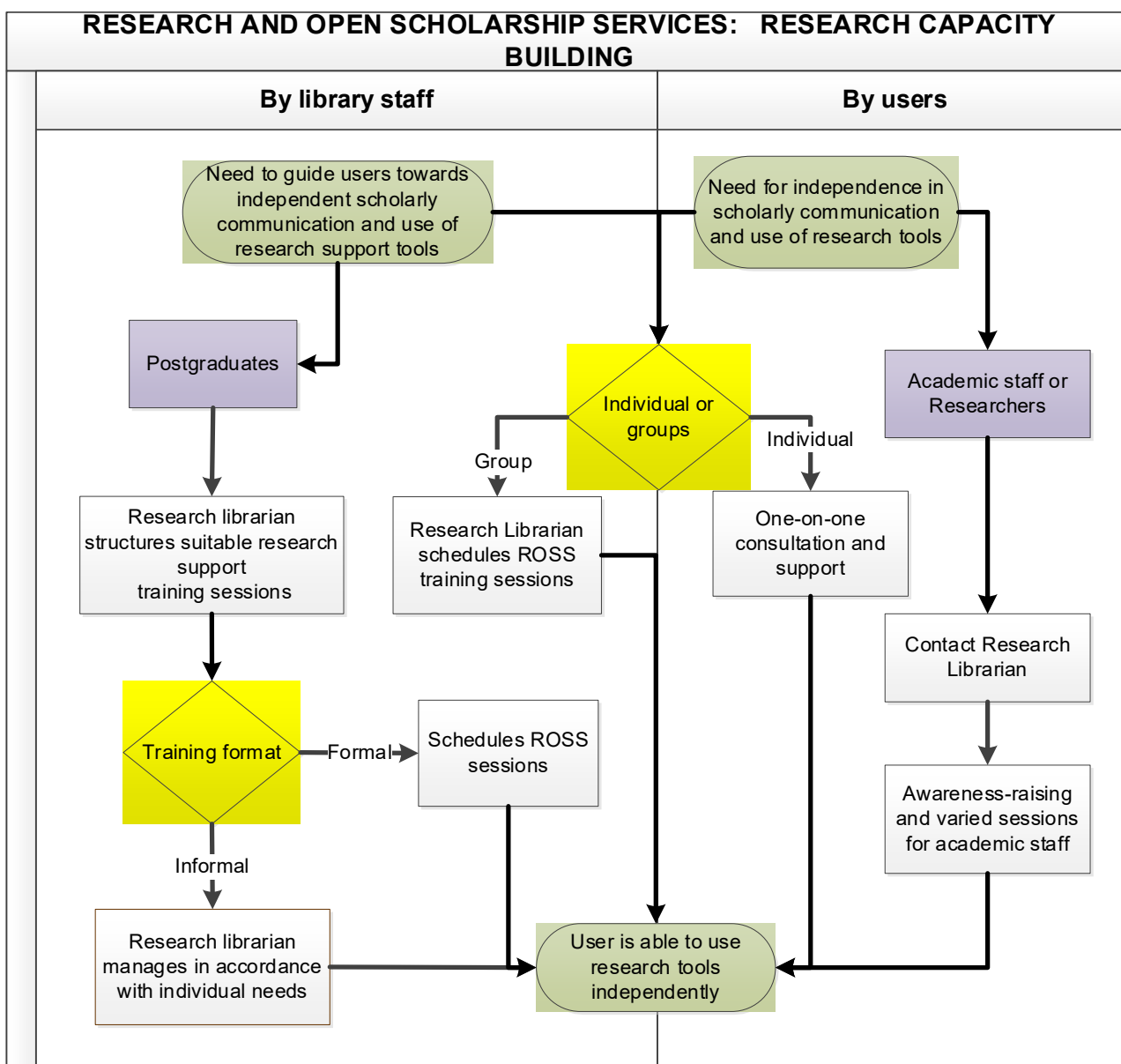
Library staff



RESEARCH AND OPEN SCHOLARSHIP SERVICES: COLLECTION DEVELOPMENT

Role-players: Library staff





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

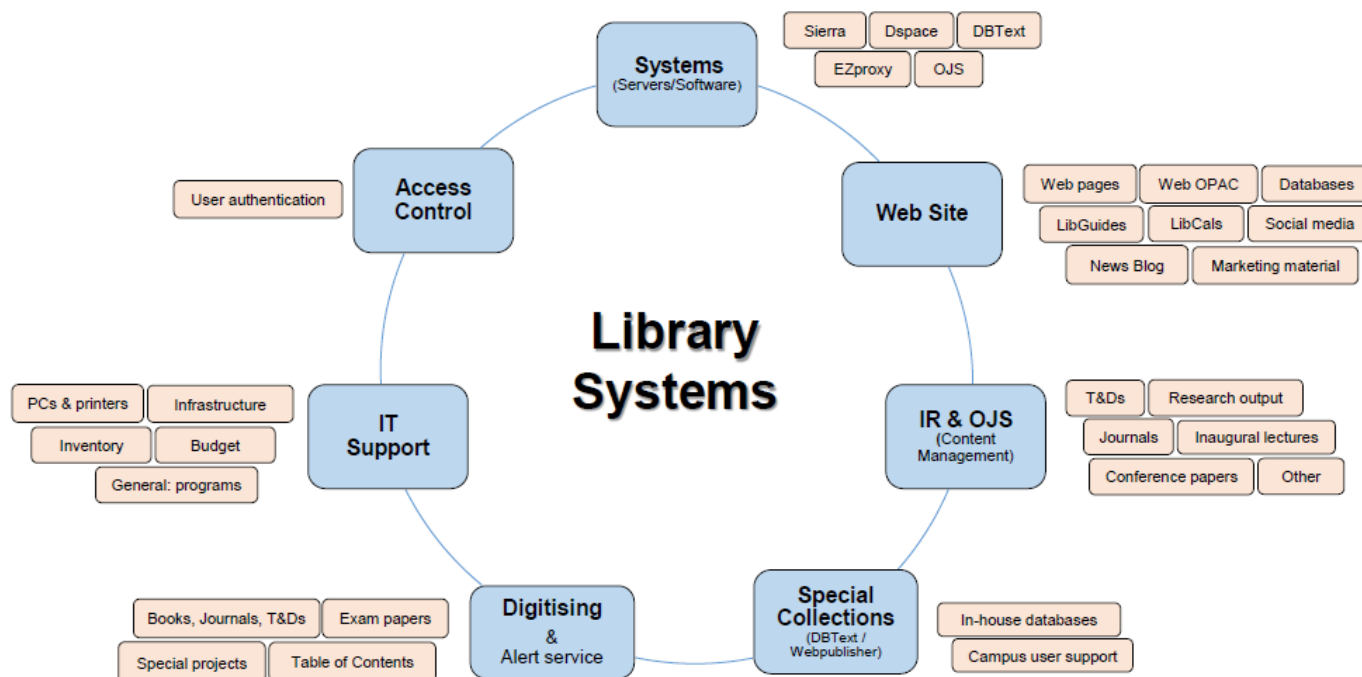
- [LIS Open Access IR Guidelines](#)
- [LIS Information Literacy Guidelines](#)
- Open Access Policy (To be approved)

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.

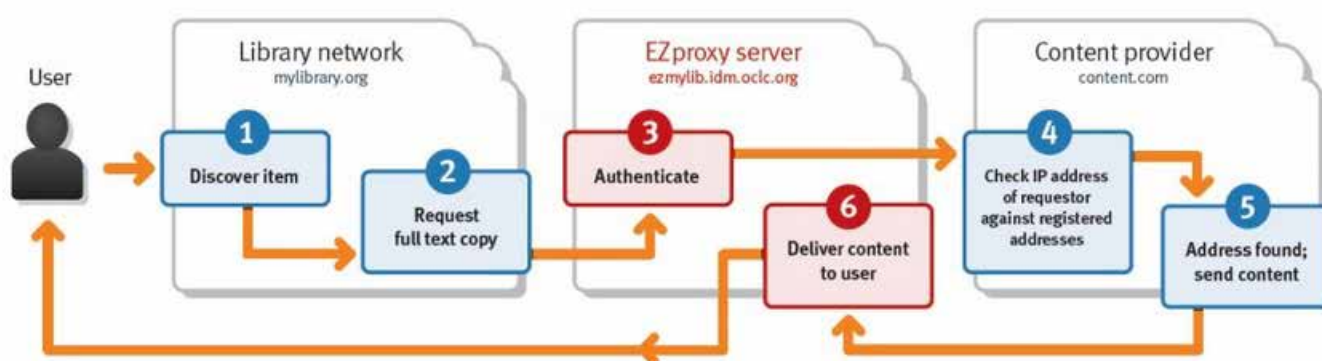
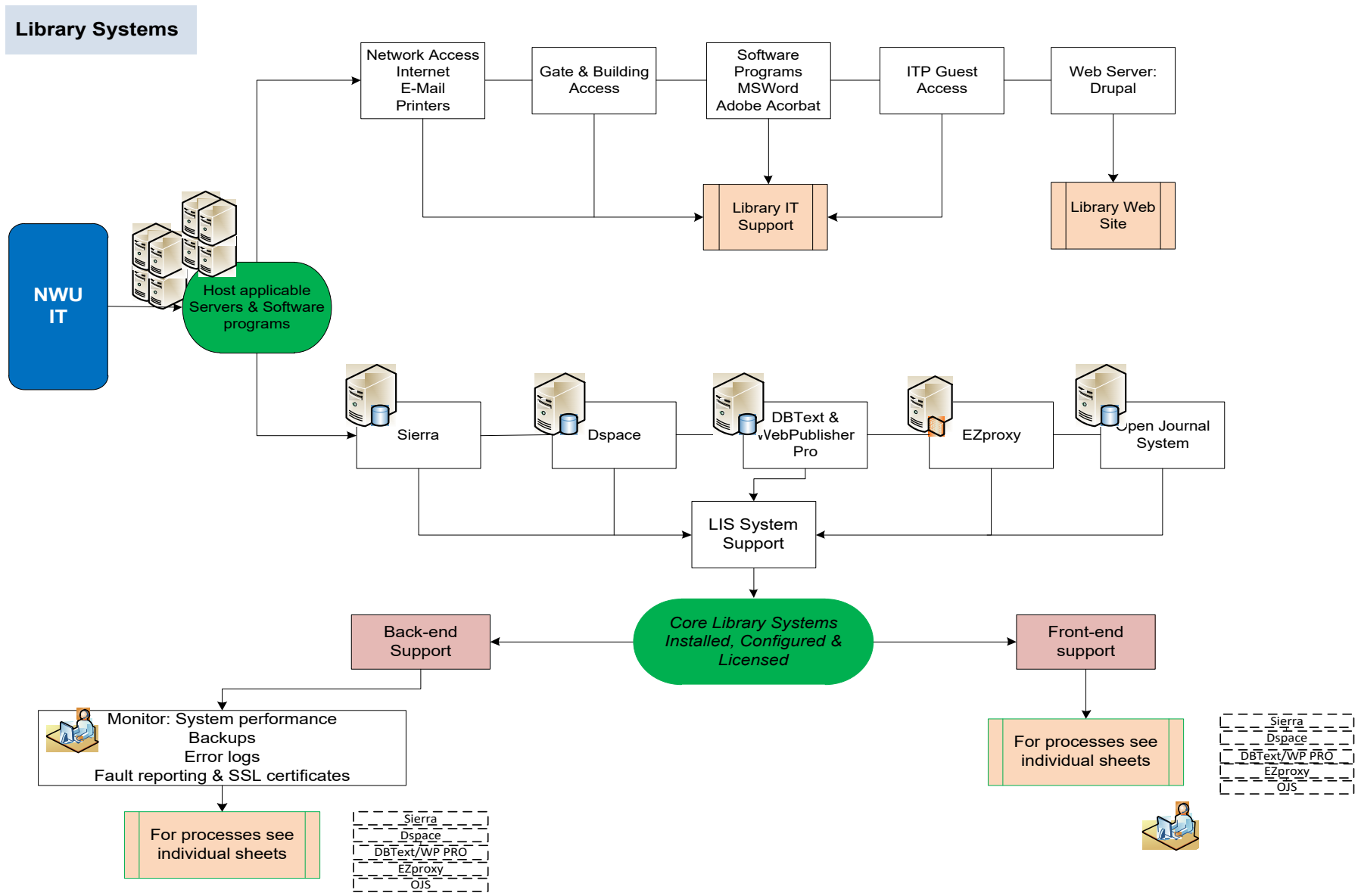


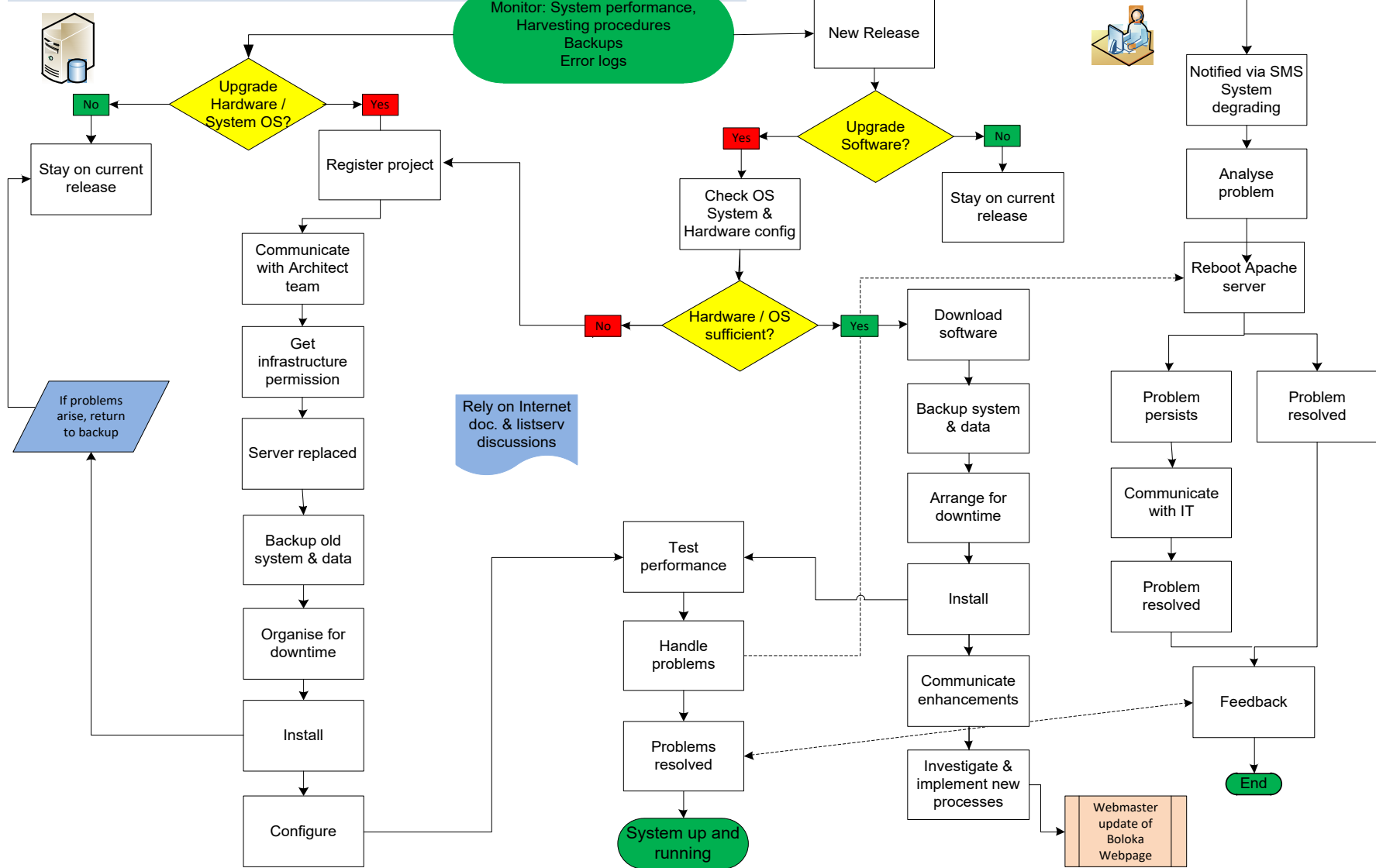
Image from: <https://www.oclc.org/support/services/ezproxy/documentation/learn/overview.en.html>

7.1.6.9 **Diagrams and Flowcharts for Information Systems:**

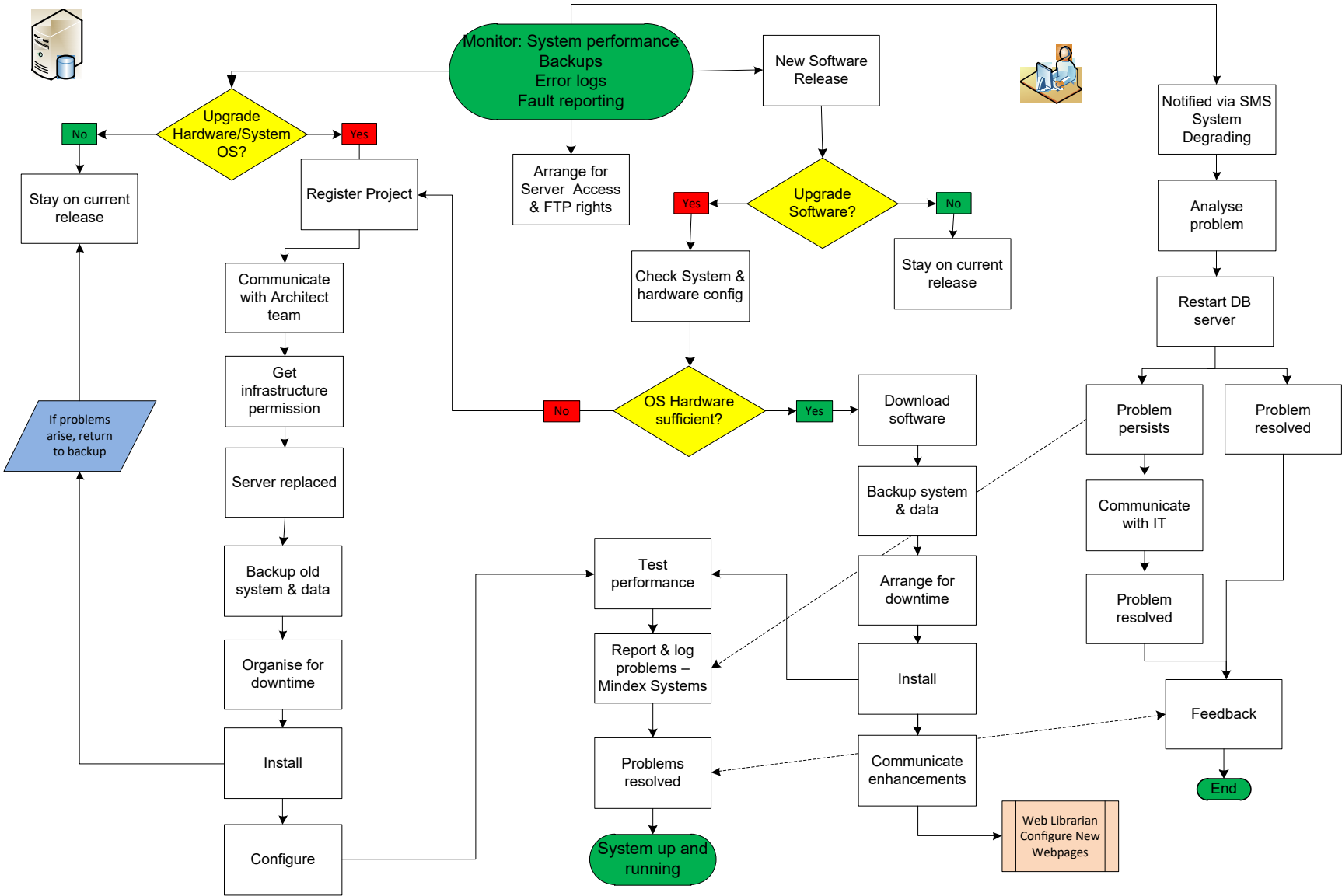
- Library Systems
- DSpace and OJS - Boloka and NWU OA Journals (Back-end support)
- Sierra Library System (Back-end support)
- DBTextWorks/WebPublisher PRO (Back-end support)
- Sierra Library System (Front-end support)
- DSpace and OJS – Boloka and NWU OA Journals (Front-end support)
- DBTextWorks/WebPublisher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



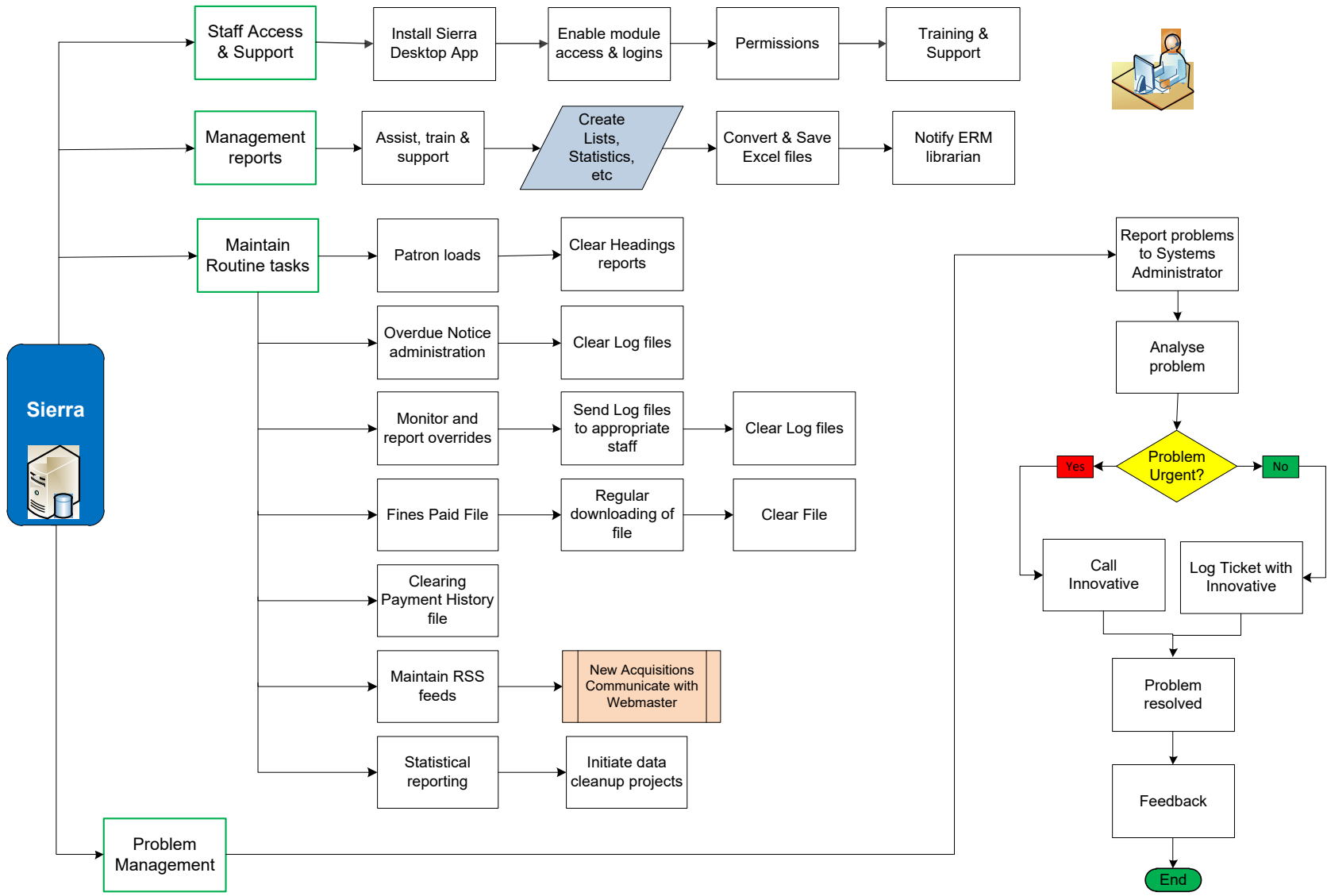
Dspace & Open Journal System (Boloka & NWU OA Journals) (Back-end Support)



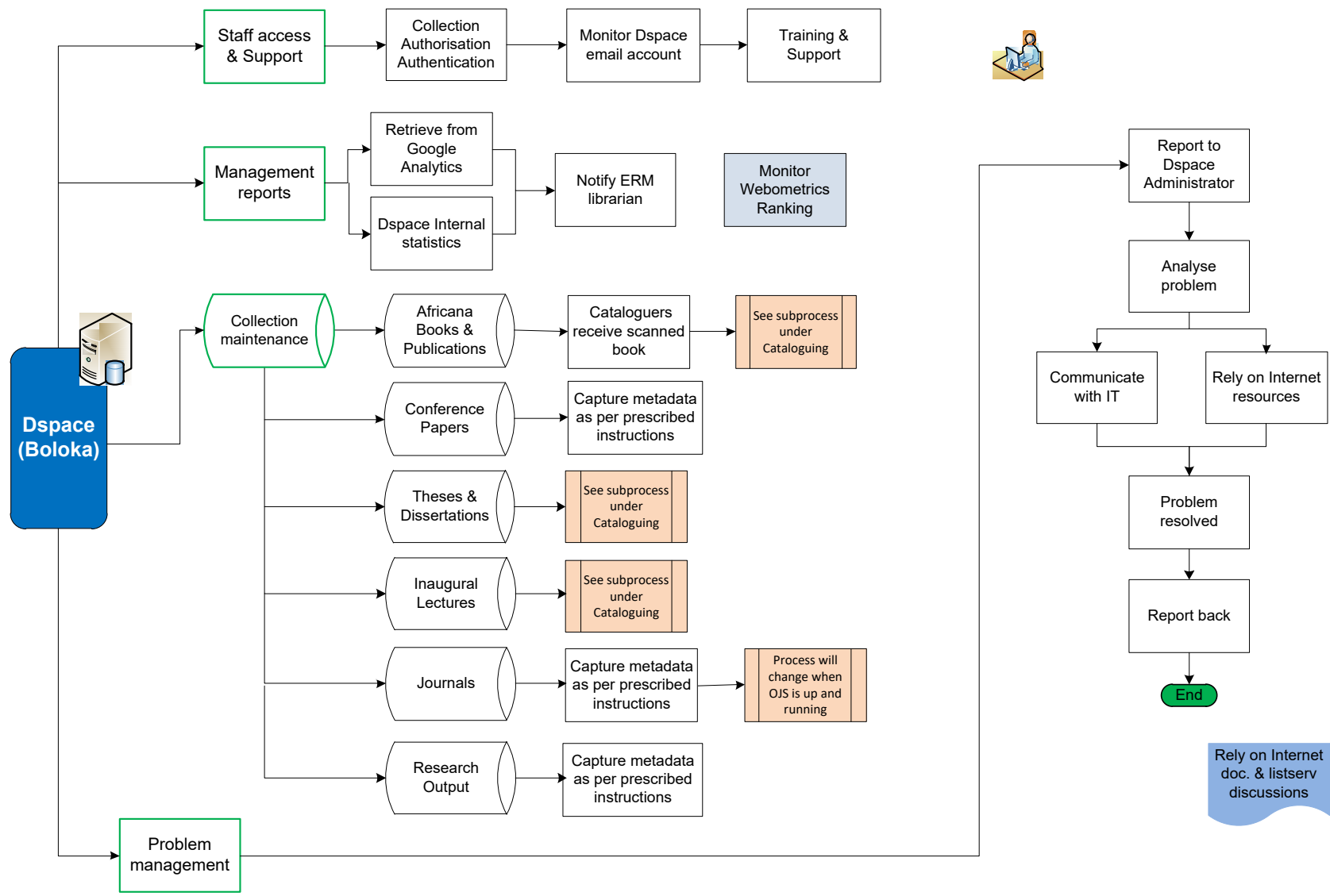
DBTextWorks/WebPublisher PRO (Back-end Support)



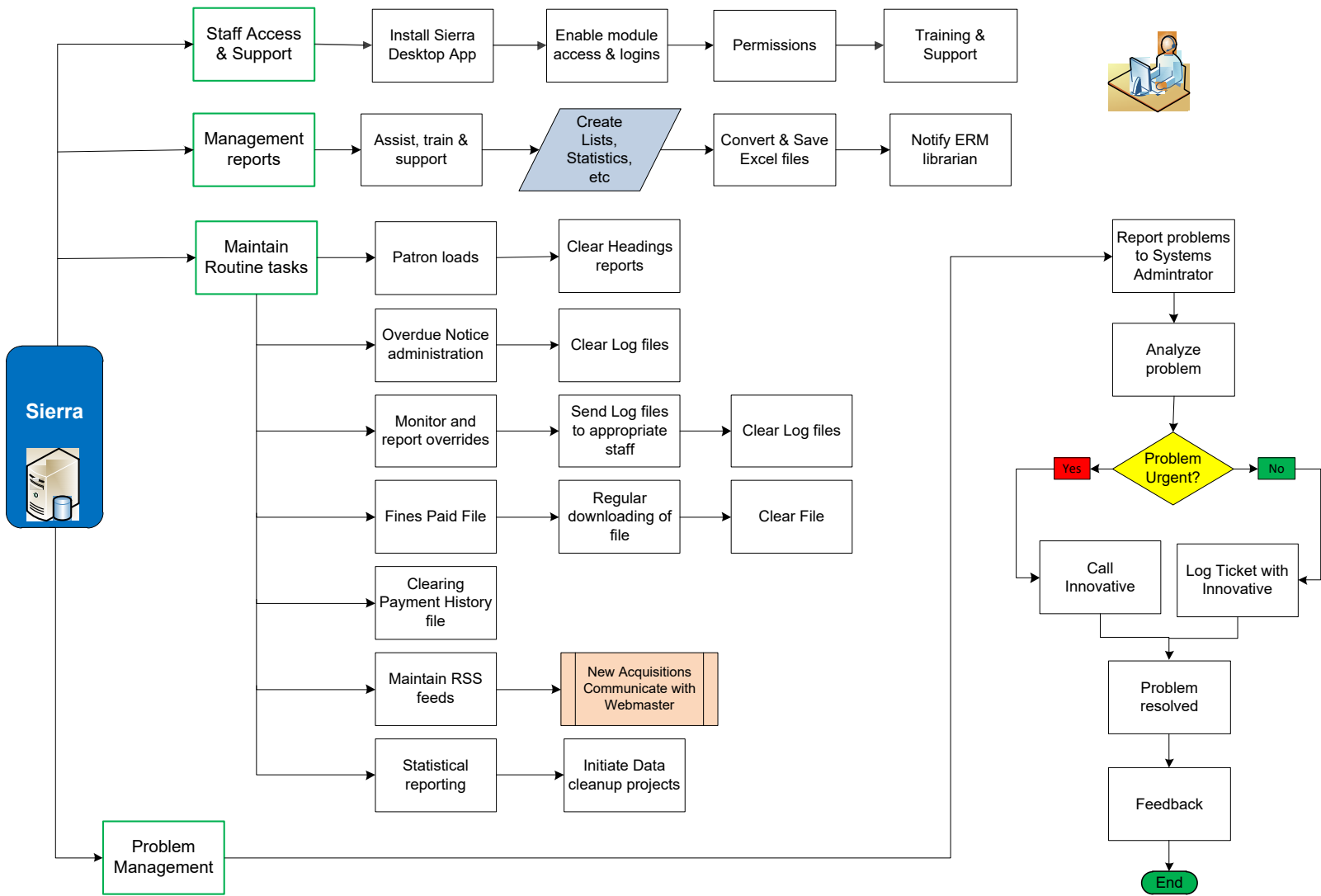
Sierra Library System (Front-End Support)



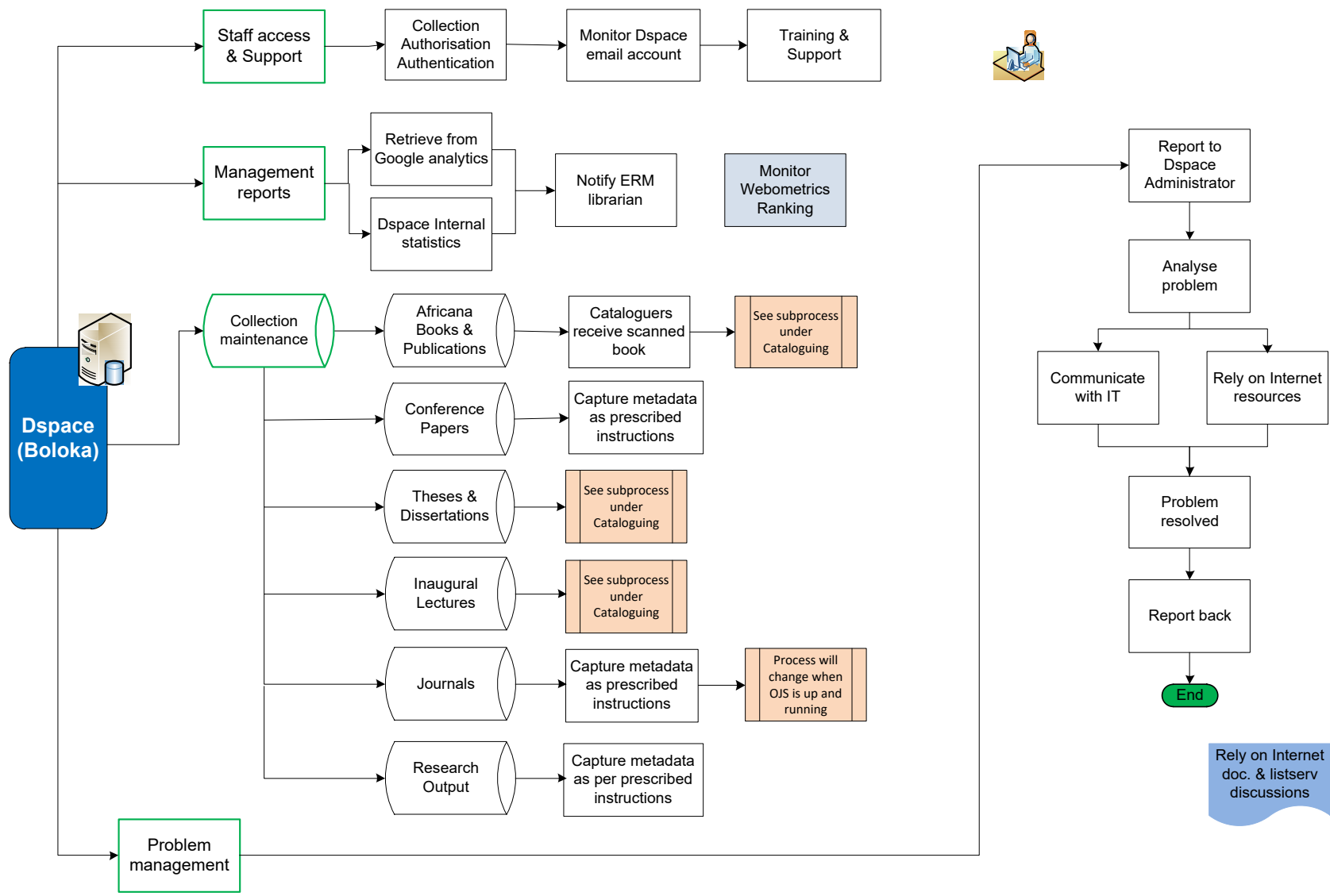
Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)



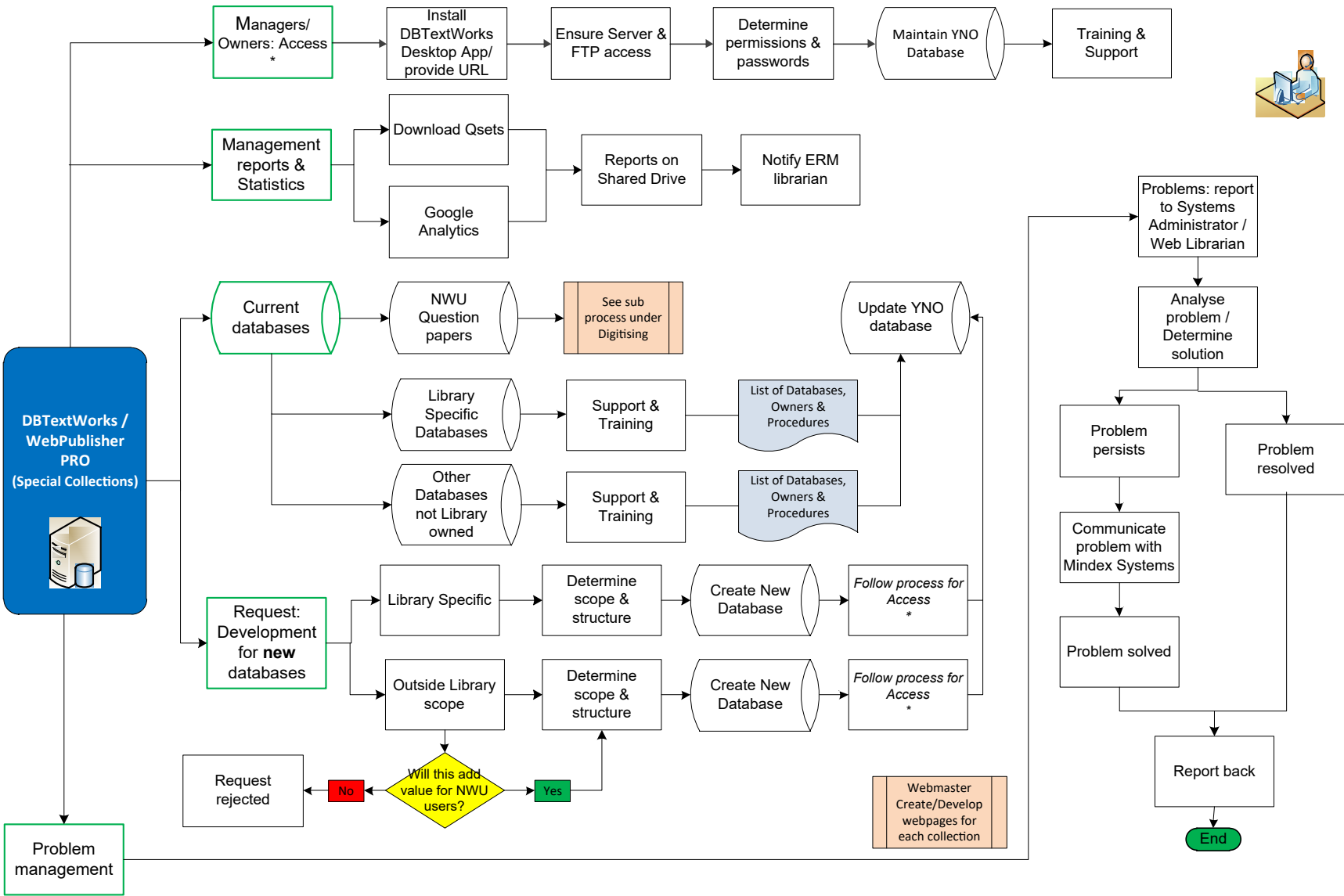
Sierra Library System (Front-End Support)

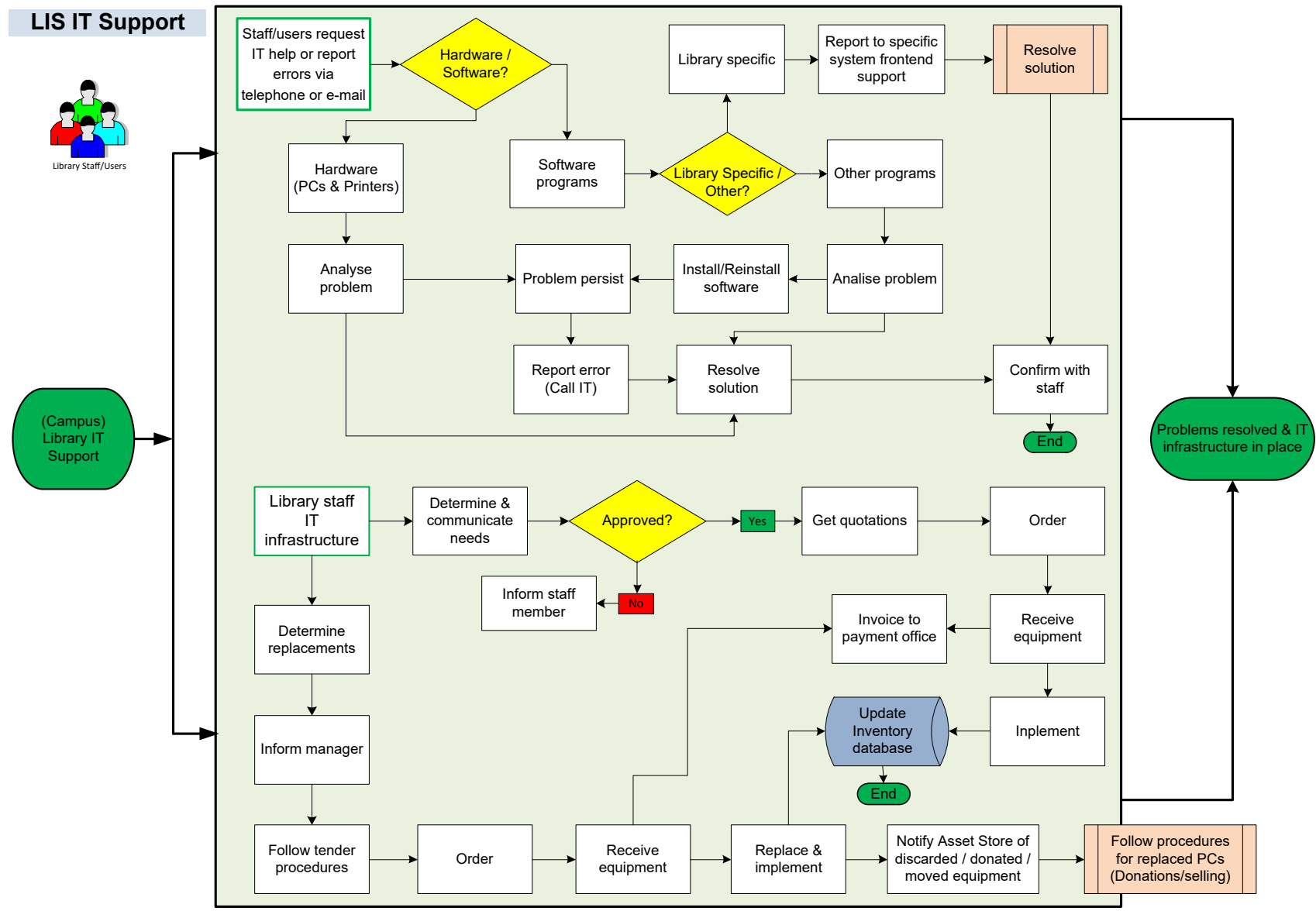


Dspace & OJS (Boloka & NWU OA Journals) (Front-End Support)

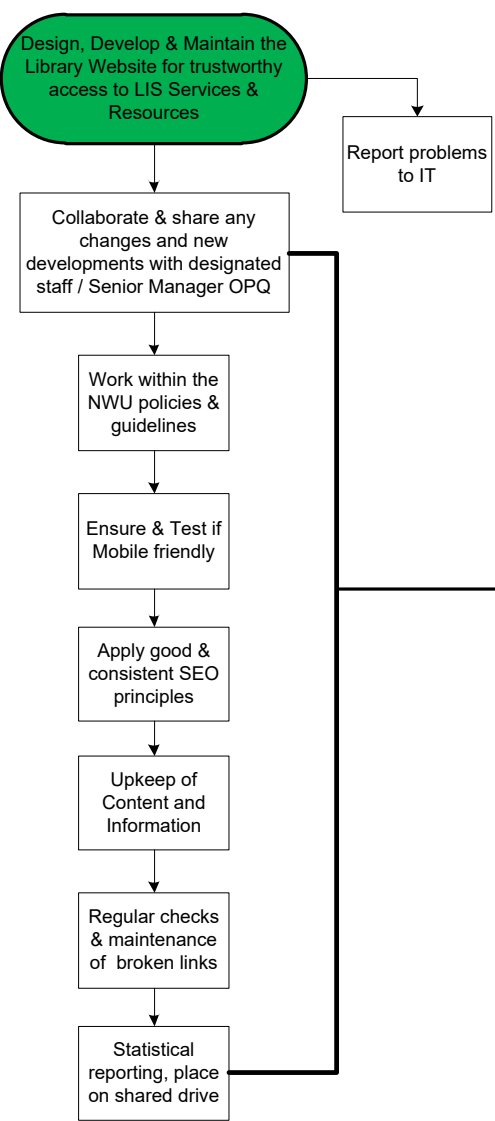


DBTextWorks/WebPublisher PRO (Front-End Support)

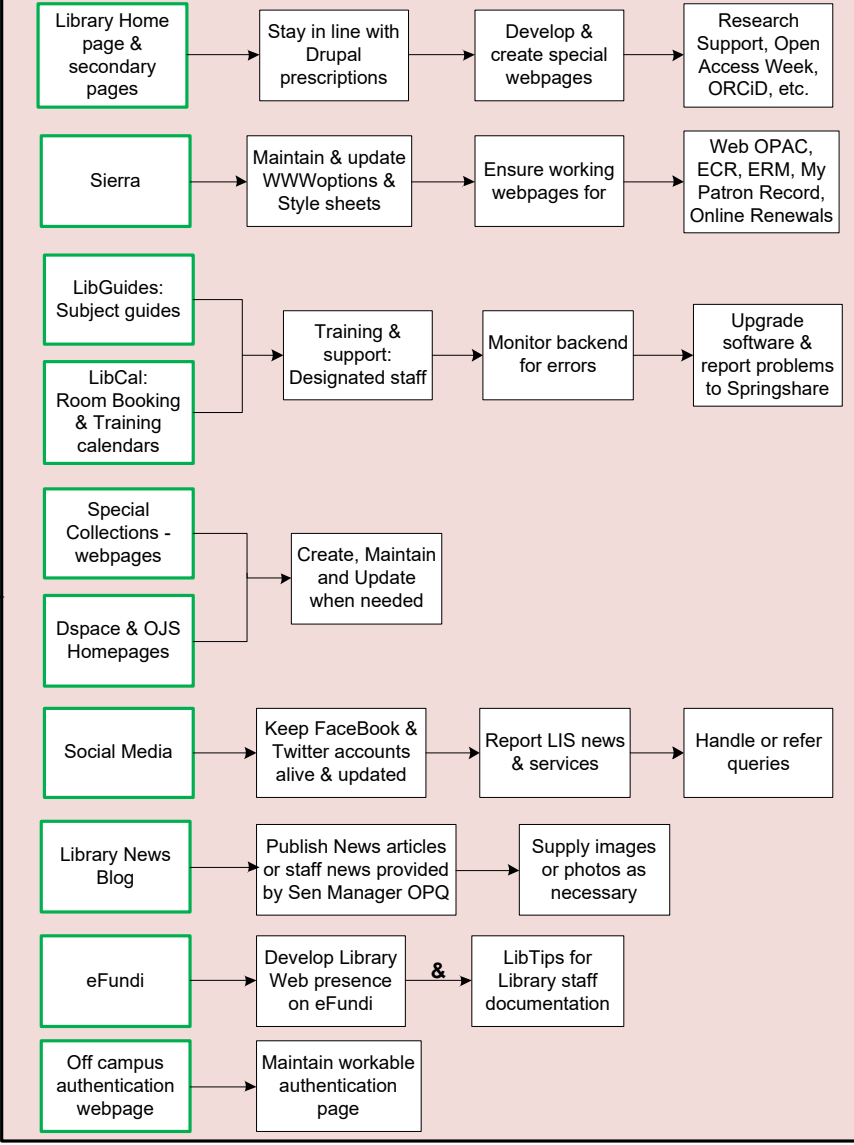




Library Website Duties

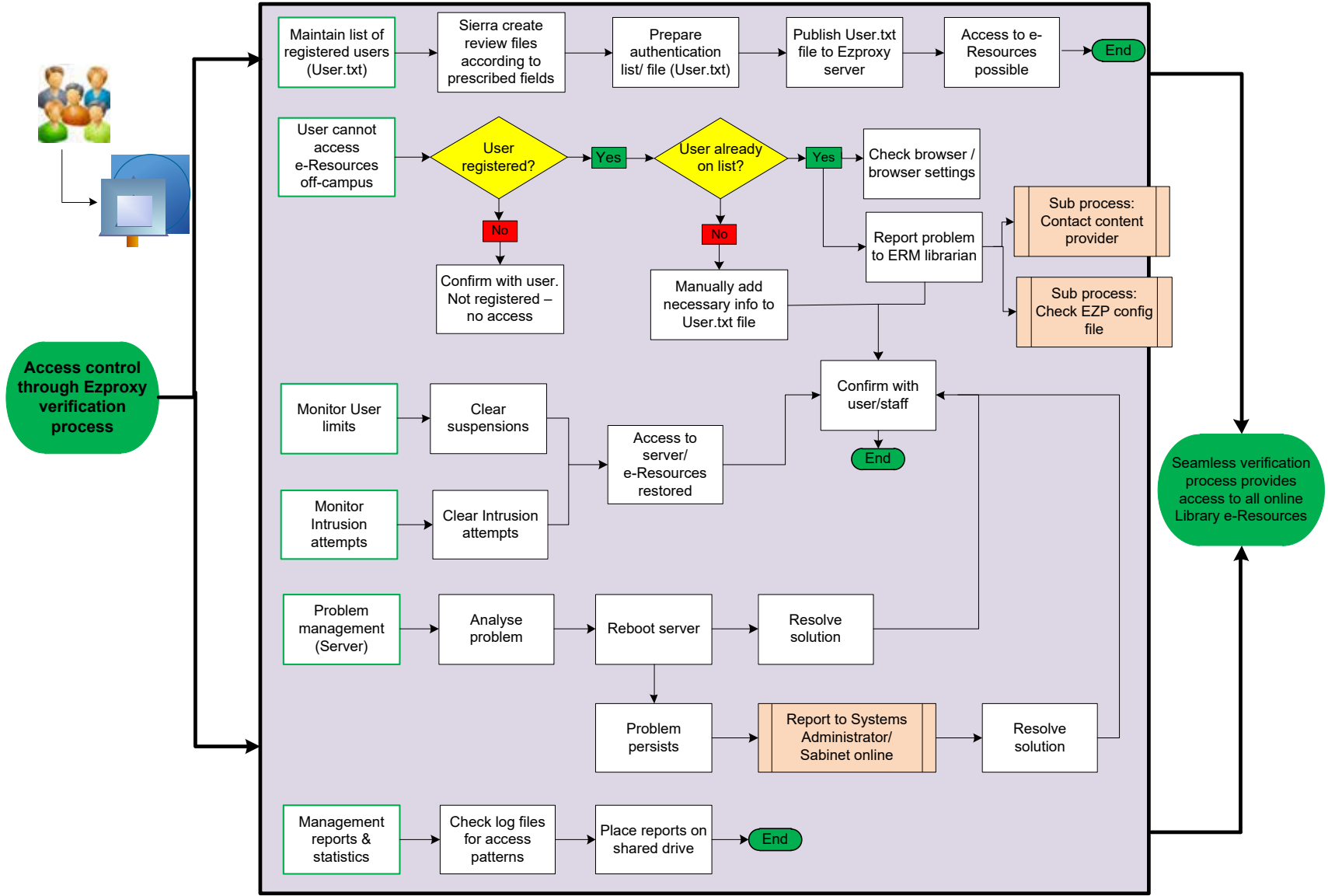


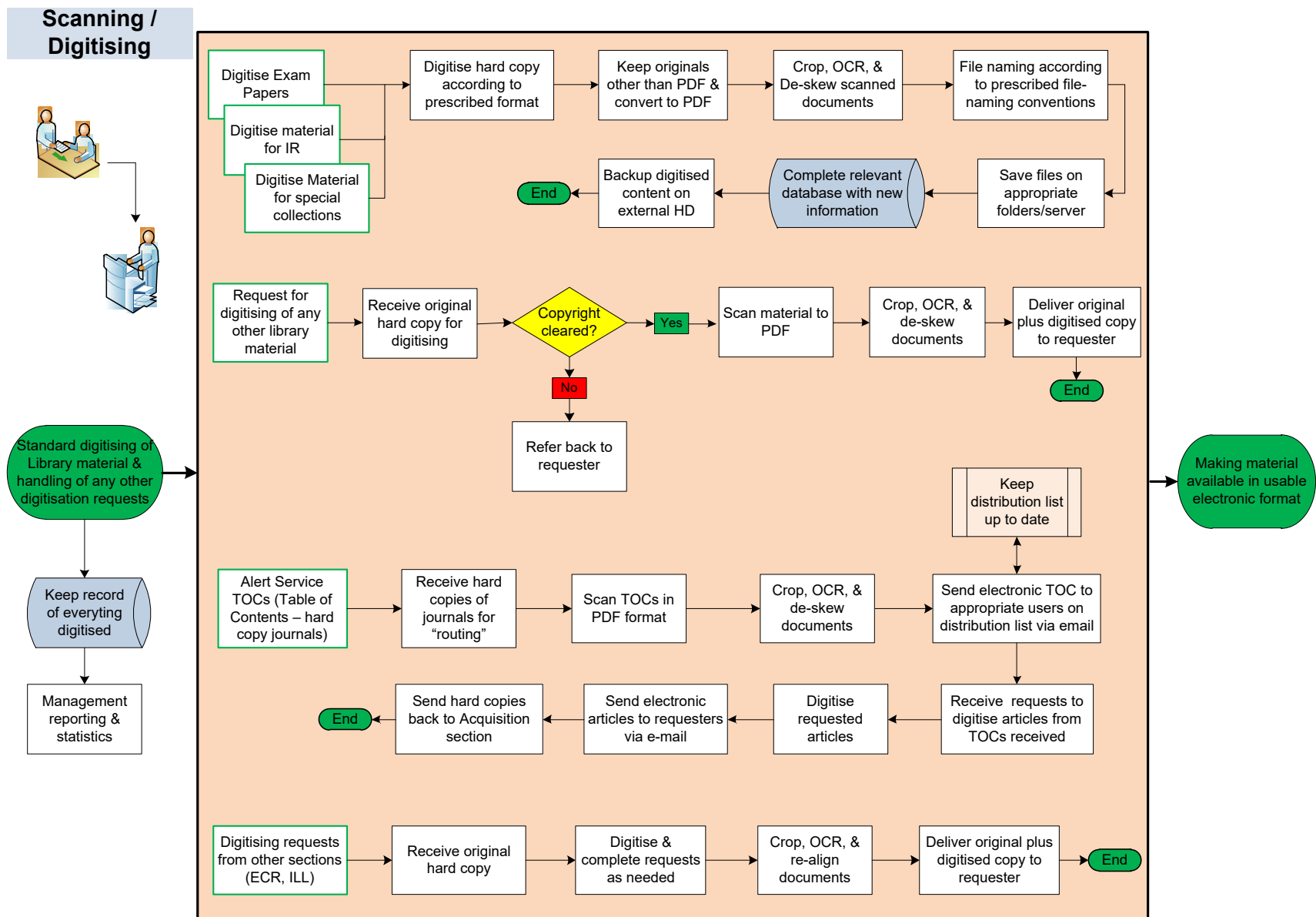
Individual Web Pages



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

Ezproxy Access Control





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

- [LIS Open Access IR 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 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](#)
-

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.

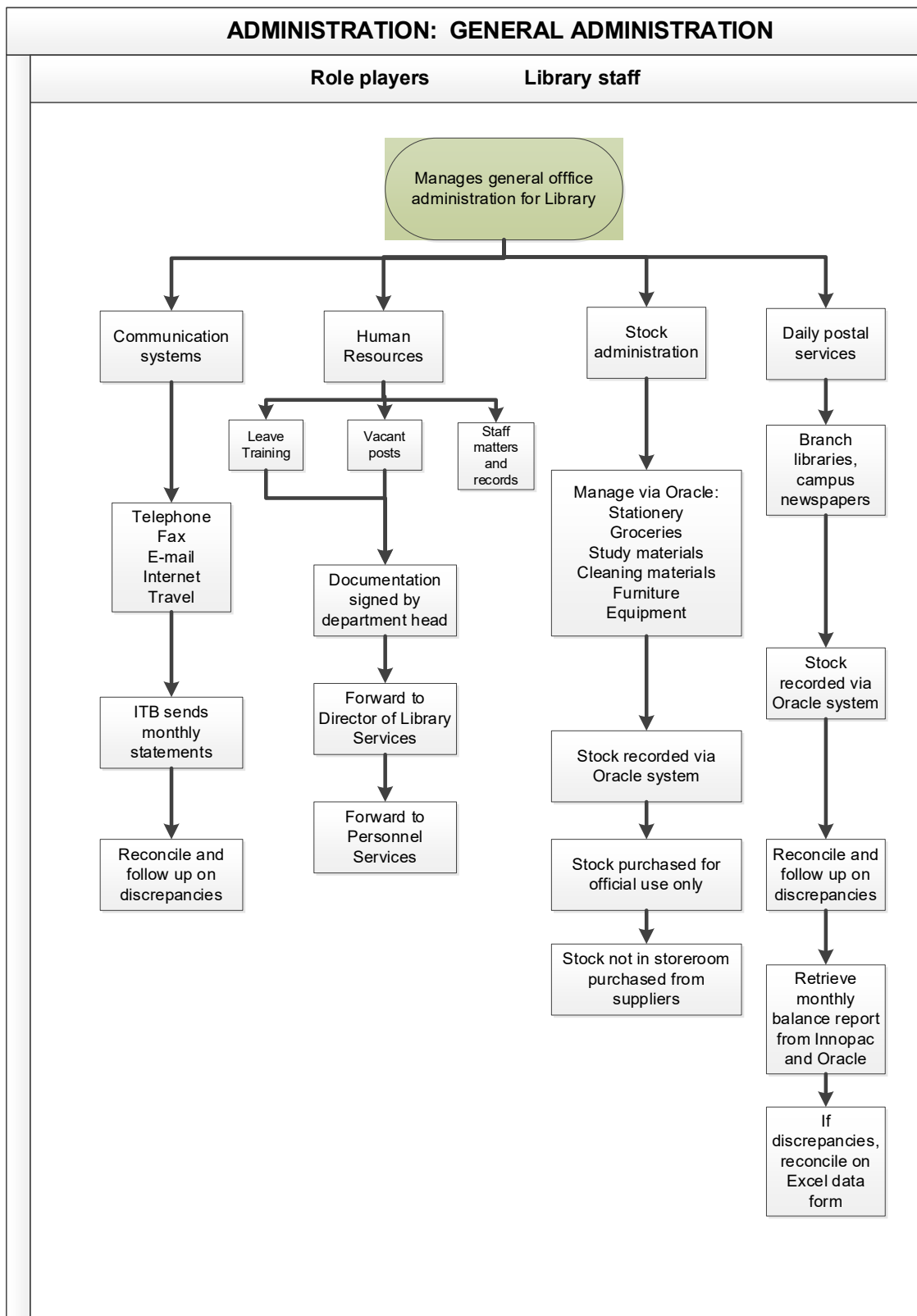
7.1.7.3.5 Maintenance and infrastructure

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.

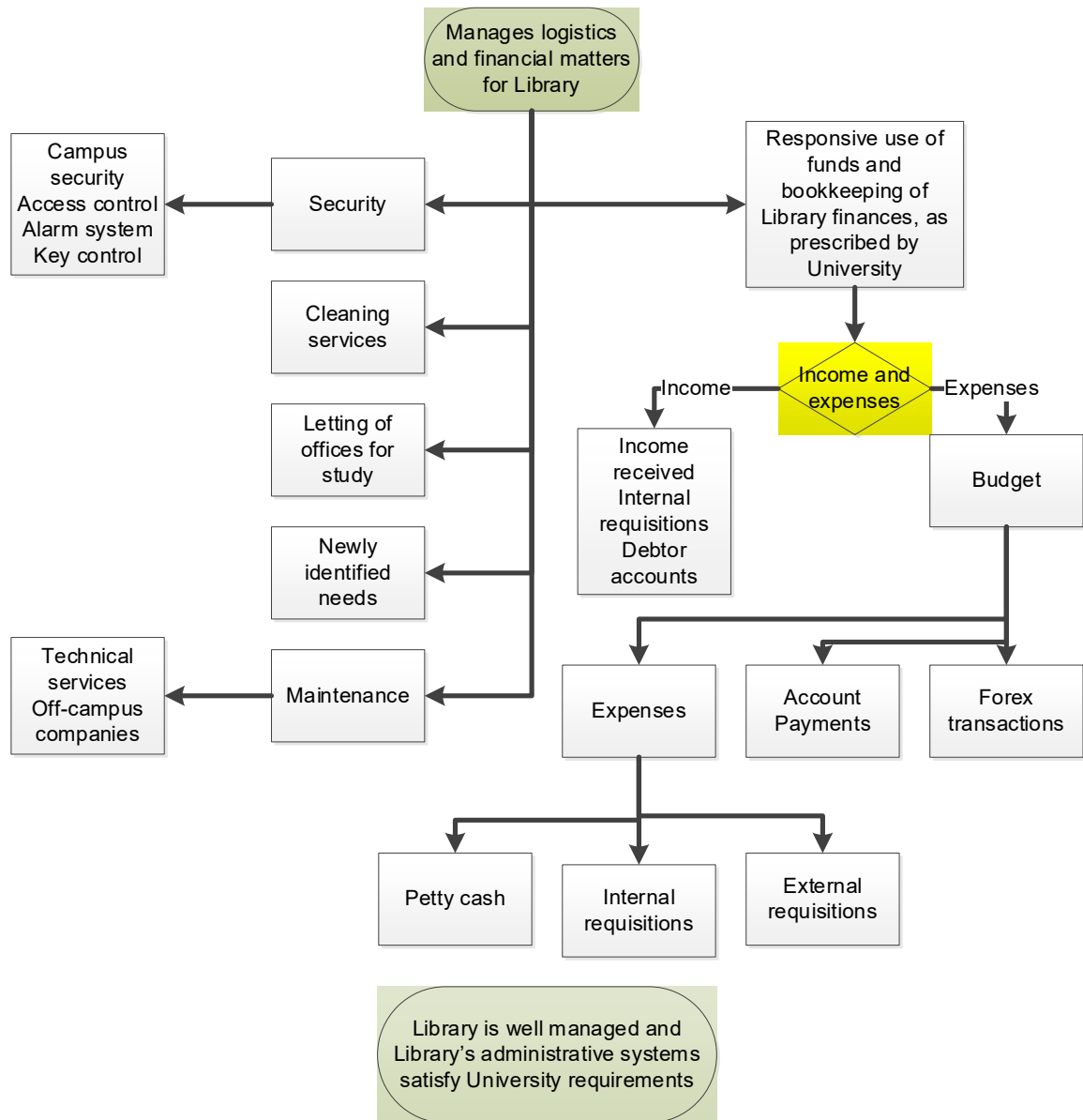
7.1.7.4 Diagrams and flowcharts for Administration:

- General Administration
- Logistics and finance



ADMINISTRATION: LOGISTICS AND FINANCE

Role-players: Library staff



7.1.7.5 Key role players and responsibilities

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Chief Director LIS	<p>Provide overall guidance regarding the general administration of LIS.</p> <p>Approve budget related transactions.</p> <p>Approve appointment of staff.</p> <p>Approve leave of Senior Management committee members.</p> <p>Chair meetings.</p> <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>
Senior Manager OPQ	<p>Consolidate Annual Reports, Quality Manual, Quality Review documentation and Strategy plan, arrange with relevant stakeholders for quality control and design.</p> <p>Lead refurbishment projects and provide feedback reports to LMC.</p> <p>Facilitate update of policies and guidelines according to Records Management guidelines.</p> <p>Lead quality assurance activities.</p> <p>Facilitate and attend stakeholder meetings.</p> <p>Submit reports to the Chief Director.</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>

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
	Provide feedback about queries timeously. Support Senior Manager OPQ in refurbishment projects and operational OPQ matters.

8.1.7.6 Policies and Guidelines

- [NWU Financial Policy](#)
- [NWU Schedule of Financial Authorization Levels](#)
- [Nielson data-online price guide](#)

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.

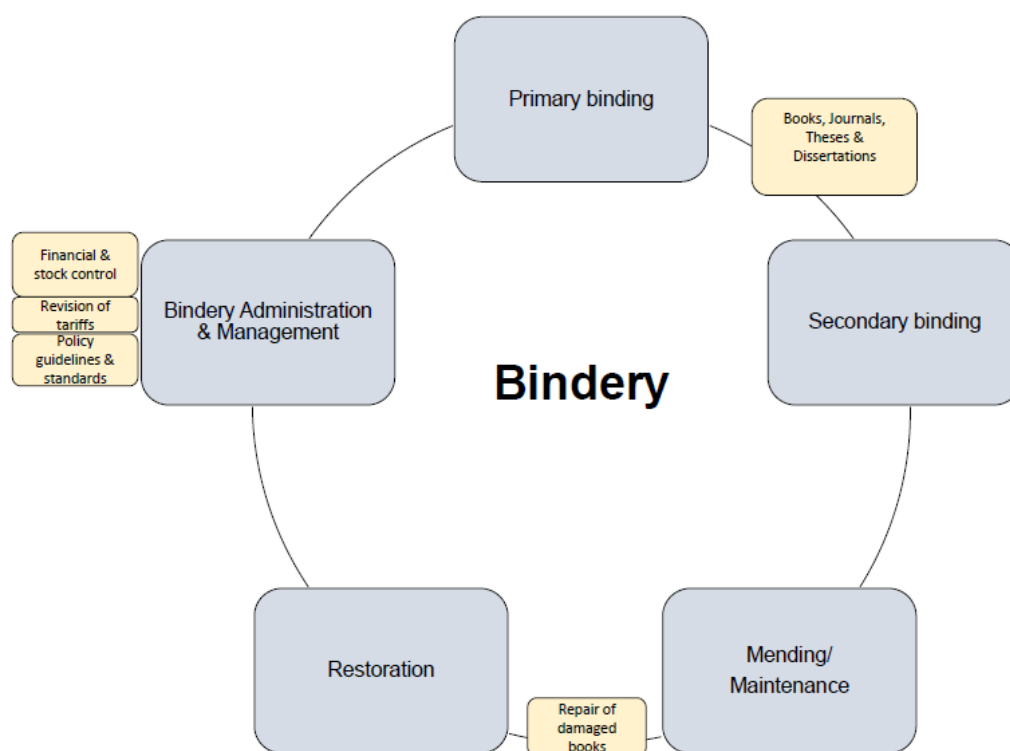
The Bindery scope of work is primary for internal clients, and secondary for external clients.

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, shelveers, 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:

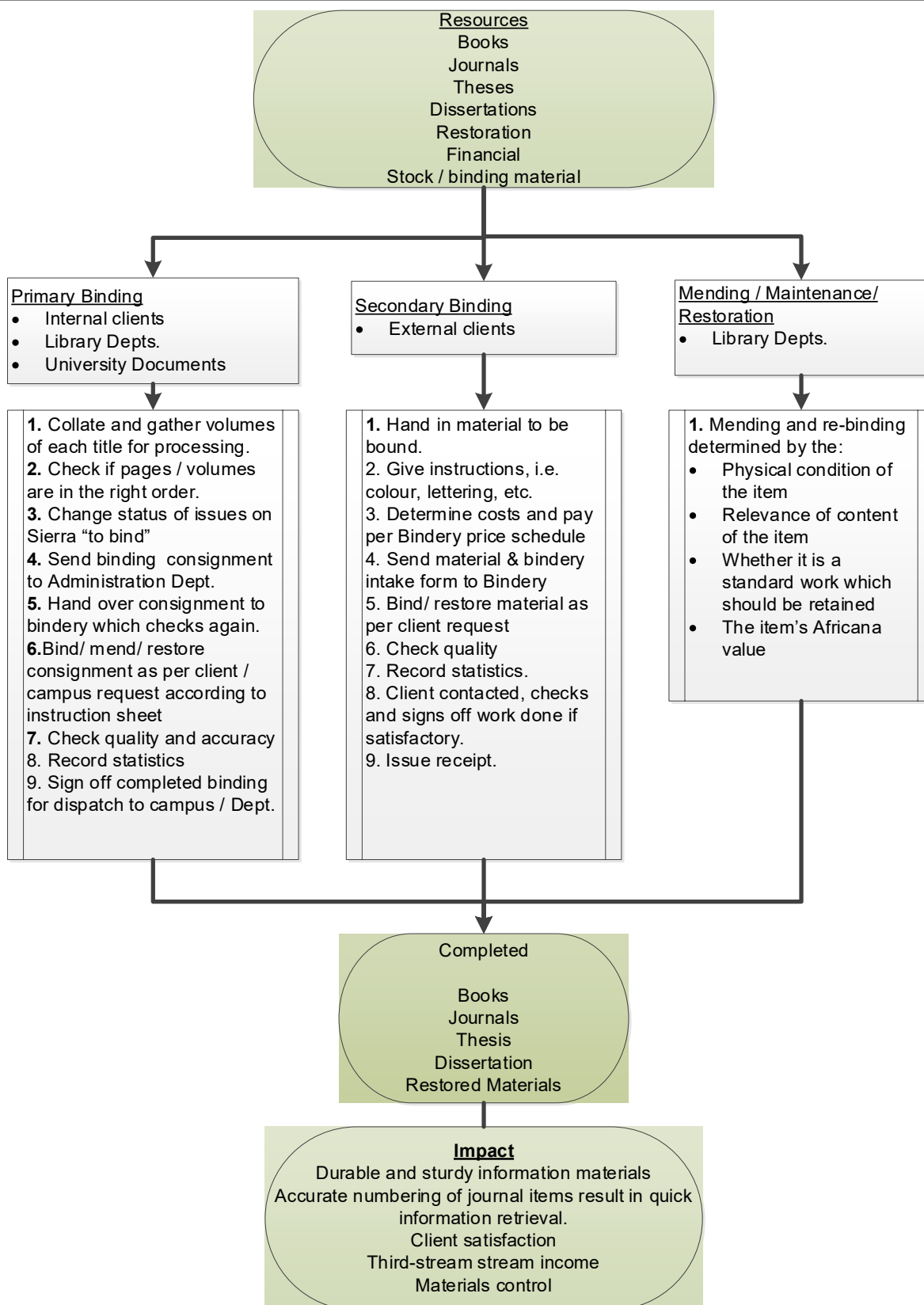
- Complete intake forms
- Generate invoices and receipts, process payment
- Send material to the Bindery with instruction sheet
- Keep record of statistics
- Contact clients to fetch completed material(s)
- Monitor turnaround time as per policies, procedures and standards
- Review annual payments with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

7.1.8.5 Diagrams and Flowcharts for Bindery:

- Administration: Bindery

ADMINISTRATION: BINDERY

Role-players: Library staff



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.

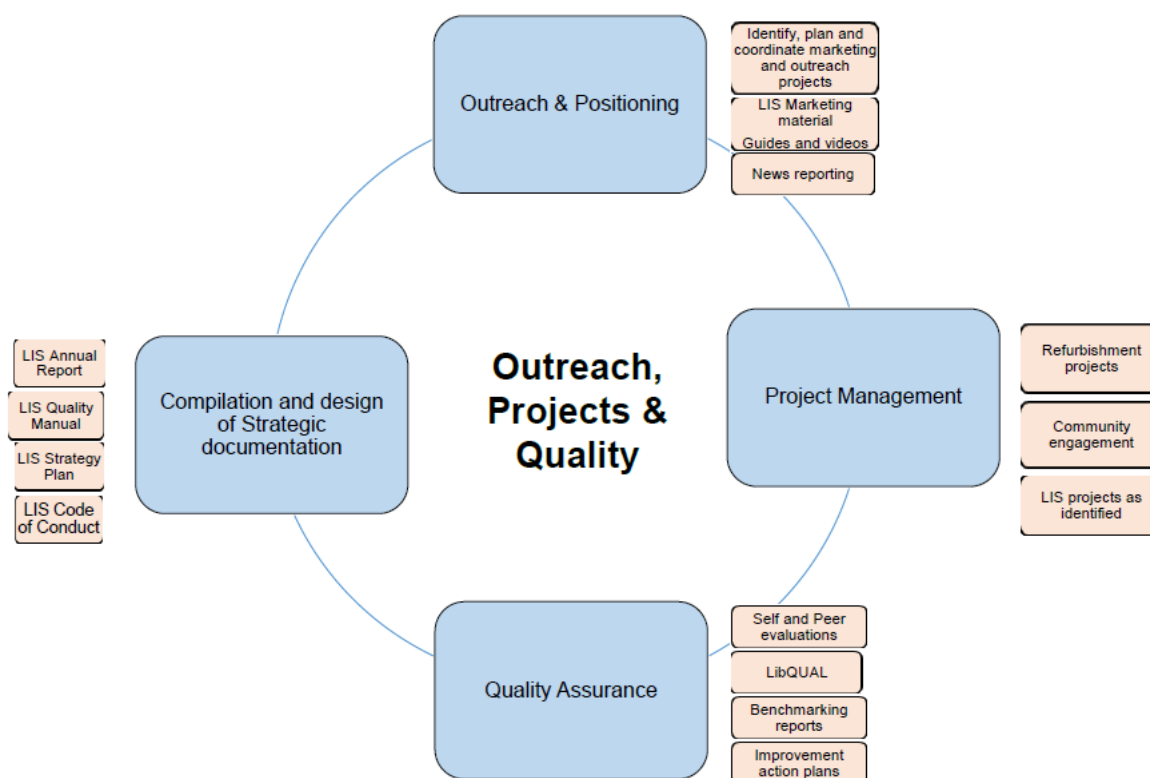
7.1.8.7 Policies and Guidelines

- [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](#)
- [NWU Community Engagement Policy](#)
- [NWU Infrastructure Management Policy](#)

7.1.9.6 **Roles and responsibilities in this process**

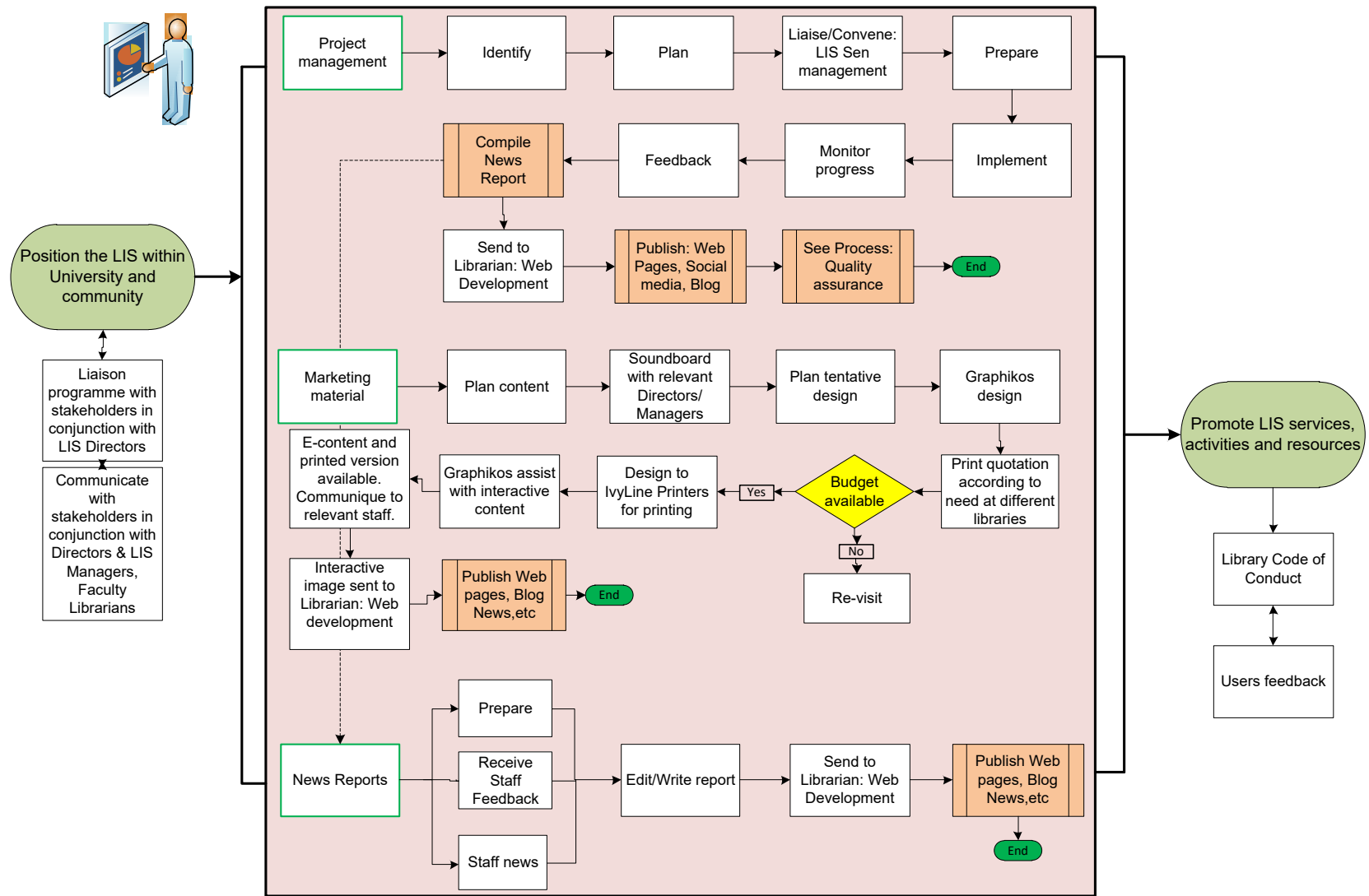
KEY ROLE PLAYERS	KEY RESPONSIBILITIES
Chief Director Library and Information Service	Lead and provide strategic direction to the Library and Information Service across a demographically disbursed multi-campus institution, to support delivery of the NWU strategy and success model.
Senior Manager Outreach, 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.

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.

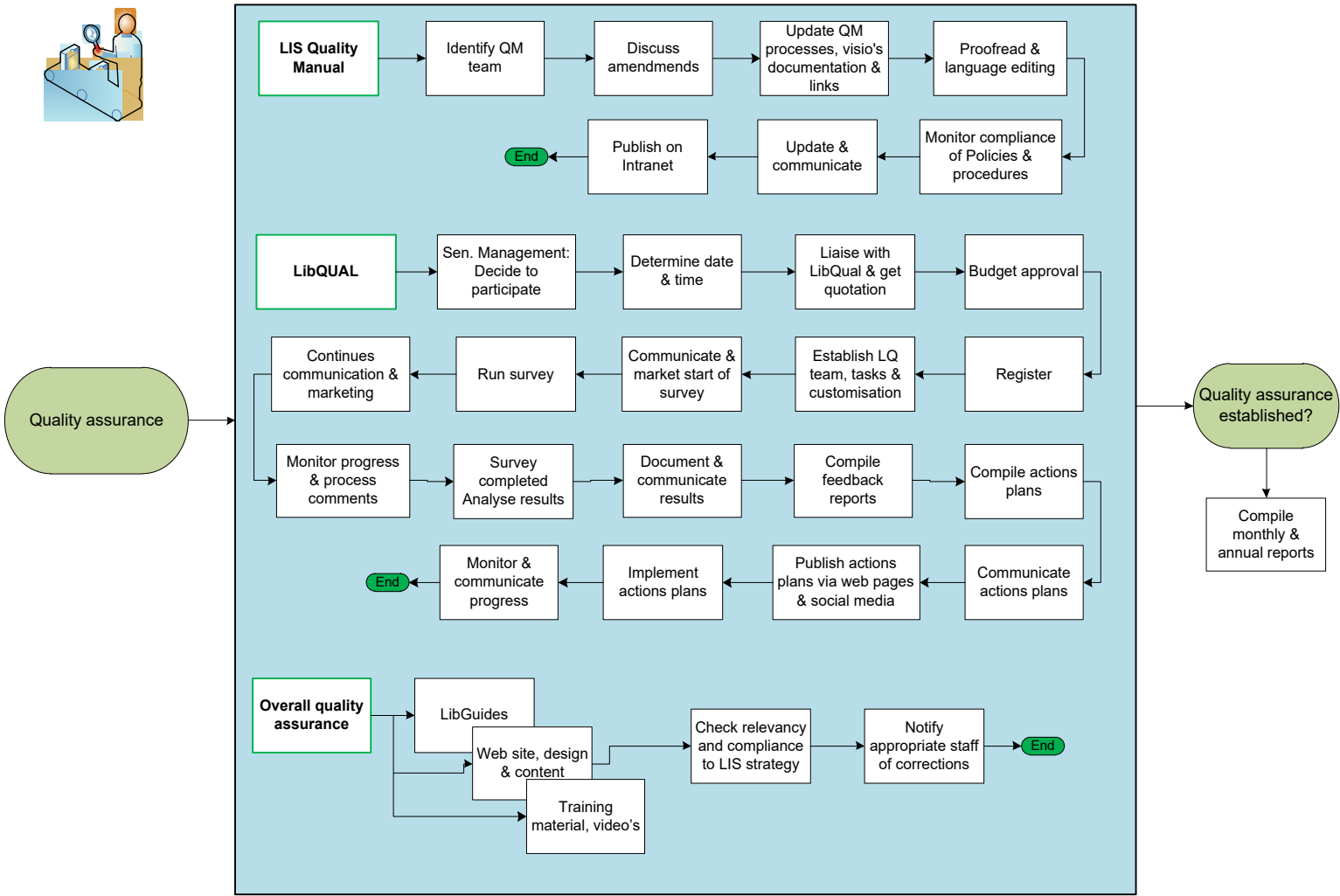
7.1.9.7 Diagrams and Flowcharts for Outreach, Projects and Quality:

- Outreach, Positioning and Liaison
- Quality Assurance

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: (<http://library.nwu.ac.za/libqual-2016-action-plan>). 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 [Policy on the Generation and Approval of Rules, Policies and Procedures](#) and also the [NWU Records Management Policy](#)

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 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.

Original details: (10064028) P:\Quality\QualityManual_LIS_template.docm
12 June 2021

File reference: 2.3.2.6_LIS