



Performance Planning

At the Information Commons
Holmesglen Institute of TAFE



Introduction

- I would like to share my thoughts about performance planning in a library environment and discuss its implications, in terms of:
 - people
 - learning and
 - improved efficiencies.



My paper will cover

- Why performance planning was adopted
- The good, the bad and the changes
- What we have learnt
- Where we are now & where we are going
- What's in it for you



Holmesglen Institute of TAFE

- Started in 1982
- 1987 Overseas Education Unit
- One of the largest TAFEs in Vic
- Over 10, 900,000 SCH in 2003
- Offering degrees in 2005
- Strategic Plan focuses on access, excellence and enterprise



The Information Commons

- High technology physical environment
- Four branches over three campuses
- Increasing emphasis on remote access to services and resources
- 32 staff members
- Operates seven days a week



Staffing Structure

- Manager, Information Commons
 - ◆ Manager, Client Services
 - ◆ Systems/Technical Services Manager
 - ◆ Branch Managers

The Senior Management Team



Staffing Structure

- Committees across four branches
 - ◆ Systems
 - ◆ Technical Services
 - ◆ Lending Services
 - ◆ eLearning
 - ◆ Web Services
 - ◆ Information Literacy
 - ◆ Liaison Librarians



Performance Planning

- What is it?
- Why is it done?
 - ◆ Library management
 - ◆ Library staff



- Informal appraisal not enough
- As we grew and changed staff needed a clearer direction
- Institute interest
- Enthusiastic guinea pigs



Institute Working Party

- Not a 'reward' or 'disciplinary process'
- Provides for self-evaluation
- Identifies and delivers additional training where required
- Mechanism where managers & staff discuss & agree on priorities



The Trial

- Staff training & why it's important
- Preparation
- The interview
- Feedback on the process



Outcomes of Feedback

- 6 months too short
- Process time-consuming
- More pre-interview preparation time needed
- 'Appraisal' confronting concept
- Process rated as 'satisfactory'



Resulting Improvements

- 12 month time-frame
- Form re-designed to change concept of 'appraisal' to 'planning'.



Further refinements

- after all staff feedback from Strategic Planning days in 2002 & 2003
 - ◆ Need to clearly align PP strategy with IC Strategic Plan, to ensure 'fit'
 - ◆ Ability to extend form to enable lengthier comments



Further refinements

- Training need identified for:
 - ◆ Managers in 'the Interview'
 - ◆ All staff in KPI formulation



The Strategic Plan

- Where it fits
- How it relates
- The synergy



Key Performance Indicators

- Need to be:

SMARTER

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound
- Extending
- Required



Where to from here?

- Setting one own goals
- The role of committees
- Feedback



My candid view



Thank you

I hope you have enjoyed my talk