

REDEVELOPMENT AND REINVENTION: RETHINKING REFERENCE SERVICES AT THE STATE LIBRARY OF QUEENSLAND

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ABSTRACT

The redevelopment of the State Library of Queensland building has presented significant opportunities for staff to work towards a new focus for reference services. Since the opening of the new building in November 2006, a continuous improvement process, 'Reinventing reference', has built on earlier analysis and consultation and has already resulted in changes to the delivery of services. The framework for change has come from not only the State Library's policy directions outlined in *Future Directions* (2001) and *Enriching the Lives of Queenslanders* (2008) but also the National and State Libraries Australasia's *The big bang* (2007) and *Re-imagining Library Services Strategic Plan* (2008). This paper examines the service opportunities made possible by a new physical environment and discusses approaches prior to November 2006 to inform both the structure of future services and the shape of the new building. These approaches included the establishment of a number of service delivery groups and discovery tours within Australia and overseas. The paper also highlights the success of the innovative Infozone, an informal space providing internet and 24/7 wireless access. Ongoing improvements to reference services have been informed by the outcomes of a Value Management study which revealed activities on which staff spend their time, by consideration of service delivery channels appropriate clients' needs, and by the findings of Client Exit and 'Mystery Shopper' surveys. Current outcomes of the 'Reinventing reference' project are discussed, together with reconsideration of the models for the delivery of family history services and access to virtual collections.

The strategic direction

'The redeveloped State Library is more than a physical transformation; it is a challenge to perceptions of what a library is, and what a library can be. As the old is literally replaced by the new, bodies of knowledge will be generated, new methods of storing and delivering knowledge will evolve and the way we relate to space and information will change. The State Library will continue to embrace these exciting delivery changes and address them in our strategic directions, policy development, operational plans and throughout innovative client service delivery' (State Library of Queensland 2008)

The policy context

The direction for rethinking reference services at the State Library of Queensland is set firmly within the new strategic policy *"Enriching the lives of Queenslanders: strategic directions for the State Library of Queensland toward 2012"* (2008). One of the three desired outcomes identified by the policy is, "Learning for all", and one of its key activities is "reinvent collections, programs and services to meet changing needs". The new policy builds on the strategic directions outlined in *'Smart libraries build smart communities: future directions of the State Library of Queensland'*. (2001) This policy document, referred to as *Future Directions*, which was endorsed by State Cabinet in October 2001, articulated the State Library's vision for the future. It identified three key enablers: client-centred focus, partnerships and a web focus, which would be achieved through three key strategies: access; content creation and community engagement, and community education and training.

Recent discussion papers and policy directions from National and State Libraries Australasia (NSLA) have also provided a national context and support for change. The key NSLA documents guiding the strategic rethinking of our services are *"The big bang: creating the new library universe"* (2007) and the *"Re-imagining Library Services Strategic Plan"* (2008).

The planning framework – building and services

The *Future Directions* (2001) policy provided a framework for changes in service delivery, client access and building design. It was recognised that the building redevelopment provided the ideal opportunity to rethink how services could be offered in a new environment. The redevelopment was known as the Millennium Library Project (MLP) and was a key element of the Millennium Arts Project (MAP).

Donovan Hill Architects were appointed to design the redeveloped library. Extensive international research refined the thinking, enhanced the scope and flexibility of the project, and improved the building design and functionality. See State Library of Queensland (2003).

Service Delivery Groups – rethinking services

In planning for service delivery in the redeveloped building, a number of working groups, known as Service Delivery Groups (SDG) were formed. Their task was to review services currently being delivered and to consider how and what services should be delivered in the future. The SDG were encouraged to question current practices, consider new and innovative approaches and essentially make recommendations on how services should be delivered in the 21st century context. The Reference Services SDG identified a number of principles that needed to be achieved:

- client empowerment – providing the frameworks that permitted clients to use services and resources independently; and
- a consistent user experience – the same “rules” should be applied in all areas of the State Library irrespective of which work unit was delivering the service and irrespective of whether it was delivered in either physical or virtual spaces.

The recommendations made by the Reference Services SDG were designed to enable:

- enhanced access to collections
- engagement with diverse audiences
- delivery of statewide services for all Queenslanders
- enhancement of the skills and knowledge of staff
- value to our clients through effective resource management

Specific recommendations were developed for the following key service areas:

- Face to face reference services
This recommendation focussed on two key themes – creating a positive impression for clients in their first encounter with staff and appropriate use of staff resources. Recommendations included the introduction of a roving service, a tiered service using appointments, and administrative staff working on the Circulation and Microform desks in peak times. To date, only the roving reference service has been implemented. The staffing of desks will be addressed as part of the 2008/09 business planning process and will draw on nearly two years of experience and statistics. This review will also consider the extension of the roving reference service. An appointment service provided by music librarians has been considered as part of a trial of a focussed music reference service in early 2008. It is likely that the appointment service will be advertised and expanded to include staff in other key subject areas such as The Arts and Law.
- Extended enquiries services
These recommendations focussed on the standardisation and reorientation of an existing service. A single State Library wide policy covering the handling of extended enquiries (those likely to take more than 10 minutes to answer) was developed and was in place nearly a year prior to re-opening. The service continues to offer clients 10 minutes either face to face or via the telephone with reference staff, followed by a two hour maximum for follow-up if necessary. There is a maximum 10 day turnaround response standard and an emphasis on queries received from Queenslanders. Staff accept queries received from elsewhere if resources unique to the State Library’s collections are needed to respond.
- Telephone based email and web based reference services
This recommendation involved formalisation and standardisation of practices State Library wide. A Work Request Management System (WRMS) based on Touchpaper software was successfully implemented several months before opening to manage telephone and reference queries. See Kirkham & Collins (2008).

- Onsite and offsite training
These recommendations involved the formalisation and standardisation of existing services. A project officer was employed prior to reopening to develop the *Client Training Strategy 2006 - 2010*. In response to the recommendations in the Strategy, a Client Learning Coordinator was appointed in January 2008 and the State Library's onsite client learning programs have been reviewed and expanded considerably. Ongoing discussions are in place to ensure that programs offered by different units are not replicated and that the availability of online courses is expanded.
- Outreach services
The formalisation of services to members of the public and other relevant institutions has included the development of a range of partnerships, particularly in the Cultural Centre precinct; for example, with the Queensland Museum. The John Oxley Library is currently placing a particular emphasis on highlighting its collections to identified client groups.
- Guides and factsheets
A new series of guides, known as Infoguides, was developed for the opening of the new building. These are single and double sided guides to services and facilities (eg, *How to print*) and specific subject areas. The Infoguides are available at all Information Desks and on the web.
- Online resources
There has been a significant increase in the number of databases available both onsite and throughout the state since the opening of the new building. In November 2006 there were 34 onsite products (one of which was available remotely) and nine available statewide; in August 2008 there will be 47 onsite products (14 of which are available remotely) and 10 available statewide. Statewide access is managed via public library membership; remote access requires a State Library e-services card. Just over 50% of electronic databases and ebooks are now available statewide.
- e-services card
Fundamental to client empowerment, the e-services card was established in 2004 to provide Queensland based clients with value added access to a range of State Library services and collections. It provides: access to State Library electronic resources both from offsite and onsite, access to the internet, the ability to request items in repositories, and the ability to borrow music scores. A new model of operation was established prior to the move back into the new building which aimed to deliver equity of access to resources for clients. The model was informed by experiences of offering internet access during relocation – a number of models were used during this three year period. The card is issued based on proof of ID and Queensland residency and must be used by clients to access resources from levels 2, 3 and 4. The PC booking system which provides clients with two hours of access per day is managed by the e-services card.

New building: innovative services

The new building was officially opened on 24 November 2006 with services to clients recommencing the next day. The client spaces and many of the services were fundamentally different to what had been offered in the past:

- reference services were available across four levels
- access to the internet was available in the Infozone, with no library membership or bookings necessary
- over 130 PCs and Wyse terminals were in place throughout the building to support research and recreational use, effectively tripling the number previously available
- time limits were placed on internet access in Infozone (20 minutes/60 minutes) and on other floors (2 hours per day based on an e-services card – effectively library membership)
- 24/7 free wireless access available in the Infozone, without authentication requirements

New operational models were also in place: multiple client spaces presented challenges in determining levels of service delivery on each floor. Staff offer service from traditional information desks supported by roving staff on all levels except Level 4 (the John Oxley Library). While an informal version of the roving model had been used during the relocation, this was the first time it had been introduced formally as a component of client service. The appointment of an additional six staff was approved to support service from the State Reference Library (i.e. general reference) and four of those staff were in place on opening day. There had been considerable debate on the experience and qualifications necessary of staff who would work in Infozone. It was agreed that as staff would be required to work over three floors, offering very different ranges of service to clients, those with library technician qualifications would be recruited. An extensive program of training was undertaken prior to opening to ensure staff in all front of house areas were familiar with the new building layout and the new range of services in place. Referral of clients from one floor to another was managed by referral forms which include a map of the floors on the back.

The Infozone

One of the most significant changes to take place was the renovation of the ground floor. Originally a staff work space, the ground floor was redeveloped into a new informal public space: Infozone. The development of the Infozone concept was influenced by the desire to provide an informal and casual space which was not intimidating to clients. Also, because there was no access to other floors, if there were collections, it would require additional security devices and practices.

The design of the Infozone challenges both the library professional and client's perceptions of a public library and particularly a reference and research library. With a focus on access to online resources there are no physical collections located in the Infozone. Clients are able to eat, talk, and even lie on the floor using their own laptops, iPods, and mobile phones. The space extends to the outdoor river decks, where clients can study, access the 24/7 free wireless service, or just contemplate the city skyline. The Infozone is a space that encourages interactions – both physical and virtual.

The Infozone includes:

- PCs with free access to the internet and Microsoft products available to anyone who visits the State Library - no registration or authentication is required
- an Information Desk staffed during all opening hours
- *kuril dhagun*, an Indigenous Knowledge Centre
- *The Corner*, a space for children under 8
- a music listening area
- a range of sitting spaces furnished with floor cushions, benches and upholstered ottomans and chairs, as well as a large table with built in power for clients to use their laptops
- free daily newspapers for clients, supplemented by duplicate current magazines, but no library collections as such.
- printing and copying facilities (requiring the use of either the e-services card or a copy card) in the Print Room
- a space awaiting final fitout and currently used for installations for children, young people and their families

Usage of the Infozone has far exceeded expectations – over 1300 clients visit the space each day. Clients appear to be very comfortable in the space and now use all of the range of seating. They lie on the floor with their laptops and there is rarely a computer that is not in use. Initial demand for computers was so high that a ‘queuing’ system was introduced in the first six months after opening to ensure that access for clients was equitable. The queuing system, a Pharos product, is straightforward and involves the client making a request at a designated PC for a PC. PCs are then allocated as they become free. All bookings, with estimated wait times, are displayed on a large screen. The ‘queuing’ system operates for PCs but not Wyse terminals which means approximately half the PCs in Infozone rely solely on timeout to ensure equity of access. There is now a program of replacing all Wyse terminals with PCs. Of course, the ability for clients to access the wireless service using their own device, is a means of managing demand for PCs. Based on the take-up of the wireless service it is intended to extend the wireless service to the entire building. This extension is supported by a sponsorship arrangement with Optus.

The Infozone is staffed by three different areas of the State Library: Reference Services, Indigenous Library Services (ILS) and The Edge. Initial concerns about possible tensions between the areas have not eventuated. In the main, the quite diverse client groups coexist without friction - effort placed into training all staff working in the separate areas about the philosophy and services provide by each has been very worthwhile. For example, staff from ILS spent time rostered on the Information Desk in order to improve awareness of each area’s client group and services.

The Listening Circle was designed as a quiet space where clients could sit to listen to selected music programs developed from the State Library’s collections. The use of the space has fallen considerably below expectations – clients prefer to bring in their own personal listening devices rather than listen to music programs selected by State Library staff. It is acknowledged that the original intent of the design has been overtaken by technological advances in personal listening devices. As yet the area has not been repurposed.

The Information Desk in Infozone is staffed during opening hours with the number of staff (a maximum of two) depending on demand levels. When planning the space, the concept of “triage” was developed. Staff assist clients with their queries, and where necessary direct them elsewhere within the State Library where their query can be addressed by specialist staff. To minimise client frustration and duplication of effort by staff, a Referral Form was developed. This form details what research has already been undertaken and directs the client to other desks as appropriate. Statistics are monitored closely to inform the development of rosters. Staffing is a mix of library technicians and librarians - the mix will be reviewed this financial year. The majority of questions are directional or technology related. There is an expectation on the behalf of clients for staff to troubleshoot, and service level guidelines have been developed to provide a framework for staff. Client learning sessions are now offered in a number of areas for which assistance is required – computer literacy, blogging, skype and social networking sites. In March 2008 staff from the State Library’s ICT unit spent several hours per weekday over four weeks in the Infozone to ascertain patterns in the technology related questions received at the desk. As a result, work has been undertaken by the ICT unit to resolve some of the problems related to IT support infrastructure. The trial will be repeated in the future and will include a focus on weekend client issues.

Tim Fairfax Newspaper Reading Room

Acknowledgement of changes in the ways that clients access the news in the 21st century, together with the variety of formats in which news is available were underlying principles in the design of the space devoted specifically to newspapers: the Tim Fairfax Newspaper Reading Room (TFNRR). Clients work in self directed mode in the room – this is the only reading room in State Library which is not staffed. The room provides access to the news in all its formats: newspapers in both physical and virtual formats are readily available, with newspapers on microform located in the adjacent Micrographics Reading Room. The TFNRR features overseas, Australian and specifically Queensland newspapers in paper format, with direct access via PCs to major newspaper databases: Press Display, Newsbank and The Times Digital Archive. News is constantly on display via cable news channels and a ticker display at the entrance to the room runs the newsfeed from the ABC. The fit-out of the space was generously funded by Mr Tim Fairfax AM through State Library’s Foundation.

Clients reading free newspapers in Infozone on Level 1 are alerted to the Tim Fairfax Newspaper Reading Room via both stickers on the papers and small signs adjacent to the stacks of papers. The TFNRR has an occupancy rate of over 70%.

A change in focus – from building to reinvention

After a short settling in period, the focus on ensuring that our reference services supported the needs of clients optimally continued, but moved away from considerations of building spaces.

Reinvention and continuous improvement of service delivery

While the public response to the redeveloped State Library and its services has been an outstanding success, we have acknowledged that an imperative to remain relevant means that we need to continue to reinvent our services.

Two initiatives were undertaken in the last financial year. Firstly, a value management study on the delivery of reference services. Secondly, surveys were conducted by

Queensland University of Technology students undertaking the Masters in Information Management.

A team of 11 staff participated in the Value Management study on the delivery of reference services by the Reference Services and Heritage Collections units. The study was conducted between May and August 2007 and was facilitated by Value Edge, a Melbourne based company. The State Library of Victoria had used the same consultancy firm to undertake several value management exercises for them - hence there were opportunities for cooperation and benchmarking. Many of the results from the survey were comparable.

The task statement for the team was:

The value management team will review the delivery of reference services to individual clients of the State Library of Queensland.

The value management team will make recommendations so that the State Library of Queensland will be able to ensure that clients' information needs are met through their preferred channel by optimizing our investment in staff, collections and time. (State Library of Queensland 2007)

The process involved conducting a two week survey in July 2007, with all staff in both Reference Services and Heritage Collections completing a daily record of how their time was spent. Outcomes indicated a very close correlation with results from the survey undertaken at the State Library of Victoria.

The Value Management report defined nine goals for 'reinventing reference and information services'. These goals both affirmed the directions recommended by the Service Delivery Groups in 2005 and are consistent with NSLA's *'Re-imagining Library Services Strategic Plan (2008):*

- develop services that empower clients to meet their information needs independently
- service clients in both physical and virtual spaces
- build our physical and virtual collections appropriately
- make quality information convenient
- experiment with, evaluate, and implement new technologies to enhance our services
- promote our collections and services and make them visible in the places where our existing and future clients seek information
- build an organisational culture that supports client needs in the present and the future
- define the information professional's vital role in the evolving information culture
- seek and respond to feedback from our clients

Queensland University of Technology (QUT) students conducted two surveys at the State Library to provide additional data for the 'Reinventing reference' task:

- an examination of use of services and collections on Levels 2-4 (Exit survey), and
- an evaluation of client satisfaction with staff (Mystery shopper survey).

The surveys were developed by the students and conducted during October 2007.

The Exit survey was designed to determine:

- how successful clients were in finding what they were looking for
- clients' preferred methods of accessing the State Library
- client knowledge of print and electronic collections.

The survey was conducted on site only, and limited to clients who had used collections and services on Levels 2, 3 and 4.

The Mystery Shopper survey evaluated services against State Library's service commitment statements:

- *An efficient, friendly and confidential service delivered by courteous and identifiable staff*
- *Easy access to the State Library's catalogues, collections, databases and exhibitions, both onsite and online*
- *Spaces, resources and services that are inclusive of and recognise Queensland's diversity*
- *Opportunities to learn the skills that will enable you to satisfy your information needs independently*
- *Ongoing development and improvement of our service to you*

The survey assessed staff behaviour, skills, knowledge and experience, service channels and overall satisfaction. It was conducted onsite, and via the telephone reference service and AskNOW.

Key findings from the reports were:

- Staff behaviour and service skills were consistently strong across all service channels. (Mystery Shopper)
- Client satisfaction is not dependent on a single aspect of the reference transaction (e.g. accuracy of response) but relies on the entire experience as demonstrated in the overall "willingness to return" criteria mean result. (Mystery Shopper)
- Eighty-one per cent of survey participants who had used the collections reported a satisfaction rating of "very satisfied" or "satisfied". Overall assessment of the quality of the collections was rated "excellent" or "good" by 80% of clients using the collections. (Client Exit)

The survey results were a useful adjunct to the Value Management Survey report and the recommendations from both were considered together.

The following changes to service delivery have been made in the last 12 months, based on the findings and recommendations of the two studies [Value Management and QUT student activities]:

- A *Latte Librarian* service point was introduced on a trial basis in the State Library's café, Tognini's. A staff member from Reference Services was stationed at a small table with a wireless laptop between 10am – 12pm Monday to Friday. This trial commenced 1 October 2007 and operated until late January 2008. The trial finished early due to low uptake of the service and ongoing issues with the strength of wireless access. Once the wireless service is

extended later this year, the reintroduction of the Latte Librarian will be considered.

- Both the Value Management study and the Client Exit Survey identified the need for the standardisation of the telephone service hours of operation. Changes have now been made to hours of operation.
- An Instant Messaging trial commenced in June 2008 for three months and provides clients with an alternate way of contacting staff. The trial is based on open-source IM software called Meebo. The Meebo widget has been embedded on the Askus page of the website <http://www.slq.qld.gov.au/Services/ask> and the “no results found” page on the catalogue so that clients can ask a question and receive assistance immediately. The service is operating Monday-Friday from 9am-5pm and is available to clients both in the building and offsite.
- To increase awareness of online collections and services to onsite clients, there have been two separate installations. Firstly two large 42” touch screens showcase online collections. Secondly, an audio station has successfully engaged clients to view digital stories from our collections.
- Client learning programs have been reviewed and expanded to enable our clients to be empowered to meet their information needs independently, and to increase awareness and use of collections and services. Specific initiatives include:
 - The development of a Learning Statement that articulates the role of State Library in delivering learning programs and how these support the strategic vision
 - The appointment of a Client Learning Coordinator to ensure the consistency of learning programs and the achievement of objectives set out in the *Client Training Strategy* (2006)
 - Sessions on family history have been reviewed and extended and now attract an average by 100 clients per session
 - The content of *Library Skills* sessions for schools and other groups has been reviewed and new guidelines for administration of the sessions for visiting school groups have been developed jointly with The Edge
- Promoting our collections and services and making them more visible in the places where our existing and future clients seek information.
 - The current redevelopment of web architecture for Collections is due for completion in several months. The new architecture will focus on collection strengths, rather than presentation based on organisational structure
 - The legal resources component of the State Reference Library’s reference collection was reviewed and print resources replaced with electronic databases wherever possible. Many of these resources are now accessible throughout the state

- The Convicts Transportation Registers database, which was an Access database [available only to State Library staff] of indexed records from the British Home Office, was migrated to our digital library and made accessible via the State Library website. The outcome of this initiative is that the indexing work that has been undertaken by our volunteers over a 12 year period is now accessible to a world audience and has been indexed by Google. In the first two months of access State Library has received considerable acknowledgement from international libraries and archives for making this content accessible
- A new link on the State Library catalogue titled *Ask Us* was introduced. This link connects the client to the information page containing details of the many ways a client can contact State Library staff for assistance. This link appears on all catalogue pages
- Training in client interaction was offered to over 100 staff from Reference Services, Heritage Collections and Collection Access units to enhance client service skills.
- A trial of a specialized service to music clients was offered for one hour per weekday from the Level 3 Information Desk for a three month period. The trial explored client response to the service, and options for offering service in specialized subject areas.

New challenges

After 18 months in the redeveloped building there is now sufficient feedback from clients, statistics and anecdotal evidence to take the opportunity to critically consider some services that have not worked as well as anticipated, or could be further enhanced.

Family History Centre

One of the most heavily used collection spaces has been the Micrographics Reading Room which provides access to the microform collections. It is used by family historians, as well as researchers on a range of topics. Its popularity has exceeded our expectations. It is acknowledged that the space allocated to micrographic resources is not adequate. The design of the desk, for example, is not consistent with other desks in the building and clients are uncertain about what side they should approach. In addition, due to the high use of the space there is inadequate space for clients to access the reading and copying machines and the open access collections. A significant amount of feedback has been received from clients about the 'defects' of the area. To assist in the re-scoping and redesign of the area, State Library has engaged consultants to recommend options for increasing service delivery options, such as facilities for historical groups, linking the collections to the key learning areas of the Queensland education curriculum, the development and access to oral histories and digital stories, online resources and new ways of delivering learning programs. The key challenge is how to ensure the area meets the needs of the major client group, family historians, but also meets the needs of all researchers who use the facility. The report is due to be presented in September 2008 and it is anticipated that it will make both immediate and long term recommendations for change and service innovation.

Access to virtual collections

In recent years the State Library has increasingly sought to move its collections from print to electronic formats. This direction has been given particular impetus by NSLA's *The big bang* and the *Re-imagining Library Services Strategic Plan*. A recently initiated Reference Review Project is focused on a "print to electronic" objective and is expected to result in a significant number of print items being replaced by equivalent electronic products.

When the redeveloped State Library opened, access to electronic resources was available in two ways:

- via computers in the Infozone which operated on a timeout system (20 minutes/60 minutes) with no usage limits in place, and
- via computers on Level 2-4 which operated with an e-services card which gave clients 2 hours access per day

However, the intended differentiation between the use of computers on level 1 and on levels 2-4, originally designed to provide for equitable access, is not being reflected in practice. Demand from clients has increased significantly during 2008 and often by late morning all PCs on Levels 2-4 are occupied. Clients wanting to access the State Library's electronic resources are having difficulty booking a PC and students, a number of whom have attended library skills training sessions offered by the State Library, are unable to access the very resources they have been encouraged to use. Federated searching will be available to clients in late 2008 which will place an even greater need on the equitable availability of computers.

A staff member has been working on a project that examines the current situation, looks at what other state libraries offer their clientele, and investigates options. The report will be finalised in July 2008 - it is anticipated that the solution will be a combination of a technological and e-services card options.

The way forward

The State Library's Business Plan for 2008/09 contains a number of tasks that have emerged from the Value Management, Client Exit and Mystery Shopper surveys conducted in 2007. These include:

- the expansion of client learning programs
- the further development of instant messaging applications
- ongoing client interaction training for staff
- increasing the collections descriptions on the web
- an audit of staff structure and skills to support delivery of reference services
- a review of enquiry processes
- improvement in client capacity to independently navigate State Library onsite and online
- catalogue enhancements that enable client input and empowerment
- development of partnerships with local education providers to promote collections and services
- a review of the website and
- efficiencies in information exchange.

The State Library is enhancing access to its physical and online collections with the introduction of SFX/MetaLib and Primo, both of which are Ex Libris products, in 2008.

SFX/MetaLib will improve access to free and commercial databases and e-journals through an A-Z list of e-resources, a link resolver and a citation finder. Primo, a 'next generation' catalogue, will give clients the option to search all collections simultaneously and to engage in social networking activities including tagging and reviewing items in the collection.

The State Library is the co-lead for two of NSLA's *Re-imagining Library Services Strategic Plan* projects (Project 5, Community created content and Project 7, Collaborative collections) and will be represented on teams supporting all other projects. The adoption by State Library of the outcomes of the projects will have considerable impact on how reference services continue to be 'reinvented'.

Conclusion

The State Library is indeed rethinking its reference services within the new strategic directions contained in *Enriching the lives of Queenslanders* (2008). These directions build on those detailed in the 2001 *Smart libraries build smart communities: future directions of the State Library of Queensland* which articulated the State Library's vision for the future prior to the commencement of the Millennium Library Project. The three enablers identified in that policy document: client centred focus, partnerships and a web focus underpinned by access, content creation, community engagement and community education, and training, have provided the context and scaffolding for the ongoing 'reinvention of collections, programs and services to meet changing needs.'

The NSLA work on rethinking the role of the state library in a 21st century context, which is significantly influenced by increased digital resources and client expectations for immediacy of information access, will continue to influence our planning.

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BRIEF BIOGRAPHY OF PRESENTERS

Vicki McDonald

Vicki McDonald was appointed to the position of Director – Client Services and Collections at the State Library of Queensland in July 2002. The Client Services and Collections Program comprises 5 work units: Collection Access, Collection Preservation, Heritage Collections, Reference Services, and Resource Discovery.

Previous positions include policy positions at State Library of Queensland and Brisbane City Council, library manager positions at Toowoomba City Council and Logan City Council. Vicki has also worked in a number of academic libraries including Bond University and Queensland University of Technology.

She has also held a number of positions with the Australian Library and Information Association [ALIA], including a 2 year term when she was elected by her peers to the ALIA Board of Directors in 2002. Vicki is currently a member of the Standing Committee for IFLA Metropolitan Libraries.

Sandra Duffield

Sandra Duffield has worked at the State Library of Queensland as Executive Manager, Reference Services, since December 2005.

She has been involved in information services roles in the academic and state/national sectors for most of her library career. Sandra has worked at the Queensland University of Technology Library as Deputy Law Library Manager, Reference Services Manager, and Serials Manager, and at the National Library of Australia in a number of client service and online information roles.