LIBRARIANS: GEARS OF THE MOTORS FOR CHANGE

IFLA 2015-2017 President-Elect Session
WLIC 2016

by Glòria Pérez-Salmerón
November 2016
It is the set of the sails, not the direction of the wind, that determines which way we will go.

Jim Rohn
220 ATTENDEES
126 ACTIVE PARTICIPANTS
from 41 countries

Photo by Nicolas Raymond
THANK YOU!

I would like to thank everyone who attended, especially:

The keynote speakers:
- Maria Violeta Bertolini
- Ngian Lek Choh
- Maria Carme Torras Calvo
- Rolf Hapel
- Gerald Leitner

The translators:
- Nancy Monzón
- Andrés Reinoso
- Antoine Torrens
- Elena Zuznetsova

For their collaboration:
- Núria Altarriba
- Helen Mandl
1 INTRODUCTION

Working together in a global vision of the need for a professional powerful mind-set.

In a period of global communication, where information can be provided in a wide variety of media and smart devices, libraries have an important role to play in developing the skills of users and upholding the right of access to information. Only through an effective network and partnership across all types of libraries will we be able to fulfil our mission. Let’s use our working experience to promote access to knowledge through a network of all libraries worldwide and to develop an international position agreement to improve access to information to help the development of individuals and communities.

IFLA’s mission is clear and ambitious: we empower and inspire society by driving access to information, knowledge and culture for all, to support development, learning, creativity and innovation. But at the same time, the position of libraries is challenged with budget cuts, commercial competitors in the developing eBook market, and an out-dated copyright framework, which is hindering libraries in their work. Only with improved advocacy will we achieve universal access via libraries within a balanced information economy.

Let’s analyse together with librarians and Library Associations, what we need to empower librarians to make libraries the foundation for learning and to build a better future for libraries and the societies they serve.
This Session is going to have two parts, first we are going to have a shared keynote by the following experts: Gerald Leitner, Maria-Carme Torras, Ngian Le Chok, Maria Violeta Bertolini and Rolf Hapel; followed by an audience discussion by groups with the goal to have the inputs of the audience as well.

I will keep with me your comments than will be analysed and summarized afterwards and afterwards I will come back to you in few weeks. If you are interested in having the conclusions as the result of the groups discussions, please give me your name and your email address and I will forward to you. There are some sheets running across the room to help collect your information.

I would like to thank NPSIG members who are giving assistance today and helping in the translation Andrés, Nancy and Antoine and the whole team of NP specially to the Special Group Convenor Maria Violeta Bertolini.
LIBRARIANS ARE THE GEARS OF THE MOTORS FOR CHANGE

WE MUST:

• Work together on a global vision of the need for a professional, powerful mindset

• Play an important role in developing the skills of users and upholding the right of access to information

• Empower and inspire society by driving access to information, knowledge and culture for all, to support development, learning, creativity and innovation

#presidentelectGPS  #motorsforchange

PRESIDENT-ELECT SESSION
18/08/16
HOW CAN NEW PROFESSIONALS HELP DRIVE CHANGE?

BY:

- Allowing new generations to offer their inputs as they are the ones who are setting trends

- Improving advocacy in order to achieve universal access via libraries within a balanced information economy

- Making librarians the foundation for learning, and to build a better future for libraries and the societies they serve

#presidentelectedGPS  #motorsforchange

PRESIDENT-ELECT SESSION
18/08/16
SO WHY ARE LIBRARIANS NOT MENTIONED IN IFLA’S TREND REPORT?
So, let’s start with the shared keynote, that’s going to give us a global perspective, first driven by our IFLA Secretary General.
Gerald Leitner is IFLA’s Secretary General. He was CEO of the Austrian Library Association and President of EBLIDA. He worked in senior positions at national and international organisations and has been active as a consultant for several international organisations (e.g. European Commission) for strategy development and activities in the areas of arts, culture and education. In his earlier career, Gerald worked for Austrian newspapers and magazines, and was a lecturer at the University of Vienna. He was responsible for the education of librarians in public libraries in Austria. He has published numerous articles and books on cultural management, library development, copyright and literature promotions.

His key note regards Globalisation and Libraries.

Descriptors: #globalisation and libraries, #thinking global act local
Dr Maria-Carme Torras is the Library Director at the University of Bergen, Norway. She is currently a member of the IFLA Governing Board and the chair of the IFLA Professional Committee. She has previously been the chair of the IFLA Information Literacy Section. She is particularly interested in building up librarians’ capacity as information literacy educators.

Descriptors: #information literacy, #professional development, #access to information
Ngian Le Chok is Consultant, National Library Board (NLB) of Singapore, Chairman of Cybrarian Ventures Private Limited, NLB’s wholly owned private company, and IFLA Governing Board member. She has worked in NLB’s public and national libraries and is passionate about the promotion of reading and learning as a life-long habit. She has worked relentlessly to bring library services into the hands of the users 24 by 7, as she believes that only when libraries succeed in making it hassle-free for users to use libraries, use of libraries will increase and will remain high.

Descriptors: 24 by 7 access, hassle free services  
#librariansaschangeagents  #empoweringlibraries
Maria Violeta Bertolini
Librarian in Washington D.C., United States
Librarian and Information Manager. Embedded Librarian. Pursuing Masters in Institutional Communications. Cataloging and Classification Teacher. Blogger @Infotecarios. Member of the IFLA Cataloging Section Standing Committee, ISBD Review Group, FRBR Review Group, Chair of ISBD Linked Data Study Group, and Convenor of the IFLA New Professionals Special Interest Group (NPSIG).

Descripors: #newlibrarians - in Spanish: #nuevosbibliotecarios
Rolf Hapel is since 2006 director of Citizens’ Services and Libraries (CSL). He has worked in four Danish cities as deputy manager and director of public services; becoming director of Aarhus Public Libraries (AaPL) in 1994. Chairman of numerous steering groups, committees and international advisory boards, writer and international speaker.

He has chaired the coordination committee for Danish Digital Library and been member of advisory board for the Global Libraries initiative of Bill and Melinda Gates Foundation. He was member of the jury in the competition for the new main library in Oslo and advisor to Helsinki competition for new city library. He was member of the Bertelsmann Foundation International Network of Public Libraries (INPL) from 1999-2005. Member of the Danish Ministry of Culture Committee, forming the Danish act on public libraries. Among work tasks was planning and realisation of the new main library, Dokk1 In Aarhus, a 30,000 m² structure, that opened in June 2015.

Citizens Services and Libraries in Aarhus have a long earned reputation of creating innovative services and developments using methods of co-creation and user involvement. AaPL was appointed European Centre of Excellence in the late 90s and received the Bill and Melinda Gates Foundation “Access to Learning Award” in 2004. International events like the un-conference series “Next Library” in 2009, 2011, 2013 and 2015 have mapped Aarhus as one of the hot spots for public library development in the world.

Descriptors: #skills for library workers   #public libraries
Thank you very much in advance to our keynoters for sharing your vision, your knowledge and your passion with us.
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KEYNOTE SPEAKER PRESENTATIONS

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GLOBALIZATION AND LIBRARIES
GLOBAL VISION: LOCAL IMPACT

Gerald Leitner
IFLA Secretary General,
Netherlands

Photo by Kirsten Krumsee https://www.flickr.com/photos/ifla/28989855781
I am deeply convinced in the face of ant ever-increasing intensity of globalisation a powerful worldwide acting IFLA is needed more then ever.

What are the major challenges?
The most overshadowing event for all libraries is the economic crisis. And it is by far not over yet. It affects libraries, library associations and IFLA.

In many countries the economic crisis has also become a crisis for libraries. I have spoken with many colleagues from different countries. They tell me that budgets are cut down drastically and many other services are being reduced.

Library associations getting problems in collecting membership fees and this will affect also IFLA.

Complaining is senseless.

In this situation, it is our responsibility as representatives of IFLA, to make politicians aware of the possibilities that libraries have to offer, and furthermore to do our utmost, to set “Libraries on the Agenda” – in every single country.

We have to convince politicians that libraries are a vital ingredient in counter-acting some of the most demoralizing aspects of the current financial crisis and that public investment in libraries shows a sense of civic responsibility. We have to show that “Libraries make a difference”
The rapid development of the information society and the transformation of the media and publishing markets:

The rapid development of the information society and the transformation of the media and publishing markets present both enormous opportunities and risks for libraries, library associations and IFLA.

The Internet is disrupting every media industry – especially the publishing industry. It’s disrupting the whole book distribution chain.

The challenge that Amazon is bringing to the traditional actors in the business of books is its aim of covering each and every part of the entire sector by its own offer.

It’s challenging the basic business model of the book industry for over 200 years – and it’s challenging the libraries: Kindle unlimited offering 800,000 e-books for lending at a flat-rate. This means libraries are confronted the first time in their history with a commercial competitor – a global acting commercial competitor.

In my opinion, one of the most important challenges for all libraries is the transformation of the media and information market. – We need to find answers!
In the face of an ever-increasing intensity of globalization a powerful worldwide acting IFLA is needed more then ever

The ever-increasing intensity of globalisation affecting more and more areas of our professional lives:

ICT Companies, media and publishing houses acting worldwide: sometimes as vendors for and sometimes as competitors with libraries.

We are facing more and more International Trade Agreements agreements which may influence also copy right laws but maybe also public fundings for libraries.

The UN or the European Union defines goals and strategies which are of enormous importance for libraries.

We all know: Copyright depends on supranational agreements effecting the work of local libraries

Worldwide answers and strategies are needed!
I am totally convinced we will only be able to tackle these challenges with the global cooperation of all types of libraries, library associations and IFLA.

We have to join our forces together under the motto “Think global – act regional and local!” and we have to find answers together in an inclusive and participatory way – where all voices are heard.
EMPOWERING LIBRARIES FOR CHANGE

Ngian Lek Choh
IFLA Governing Board Member,
National Library Board of Singapore

Photo by Kirsten Krumsee [https://www.flickr.com/photos/ifla/29033439926](https://www.flickr.com/photos/ifla/29033439926)
Empowering librarians for change: perspectives from a practitioner

Ngian Lek Choh
IFLA Governing Board member
Consultant, National Library Board
Chair, Cybrarian Ventures Pte Ltd

I am Ngian, and I have worked in libraries in Singapore for over 37 years. During this period of time, I had been very fortunate to work in different stages of the library world when it was very manual in the early years from 1977 to 1985, when libraries started to automate their library operations. From 1995 onwards, the National Library Board of Singapore began a new journey of transformation and almost every aspect of its libraries and its services changed, for the better. This meant that I had the good fortune to be involved in a whole range of changes, and it changed my perspectives on library services, and my way of work and life in ways never imagined before.
What is change?

Anything that is done differently from before. It could be an improvement of a service, or a new or different way of:

- planning or organising outreach programmes, training for staff or users
- reaching existing or new target groups to serve
- envisioning a library service concept for an existing or new library
- arranging collections in the library to improve access
- organising or managing staff
- responding to difficult library customers

Anything new or different usually done to improve outcomes or save time and money.

What exactly is change, you may ask. To me as a practitioner, change is anything that we do differently from before, usually to improve the way we do things or when we offer services to others. For example, I may be providing a book lending service in a manual way before, and with technology, I could provide the same service with a self-service machine, and users need not wait for a librarian to help them borrow a book. Today, with the pervasive use of the mobile phones, the National Library Board of Singapore also provides an option for users to borrow books using their mobile phones. This is one example of a change, in the way we deliver services to our users.
Why is it hard to bring about change?

We are creatures of habits. It is hard to leave our comfort zones, as it takes tons of effort:

- to learn new things and change behaviours
- to persuade our bosses and team members to support us to do things differently
- to change the way we think and work
- to not worry about things that can go wrong when we change the way we do things

It is hard for us to make changes, mainly because any change requires great effort and time, and it often takes us out of the our comfort zone. However, if we do not make changes to the way we do things or offer services, we will run the risk of becoming irrelevant to the users we serve. As an example, for the National Library Board of Singapore, we used to have long queues of people waiting for library staff to help them do the transactions of borrowing and returning books. This makes them very frustrated and they would write to the media to complain about the bad service. The library took the feedback seriously, and decided that it had to automate the services and today, library users did not have to queue to borrow books, as they could do this on their own, using their mobile phones if they wish. To return their books, they would just drop them into a book drop which is RFID enabled, so loans are cancelled automatically when books are dropped into the book drops, any time of the day. Other reasons why change is so hard to implement or adopt are given in the slide which is quite self-explanatory.
How do we encourage librarians to become change agents?

We must role model change, and be seen as agents of change ourselves. We must:
- walk the talk and not present “theory” only
- be supportive of change and not frown on staff when things go wrong as they will
- constantly promote the idea that change is important and necessary in order not to become irrelevant
- work with team to plan and effect changes
- show and celebrate positive results for changes

To encourage others to embrace change, we must show them that we also embrace change. It is no good to tell others to do something that we ourselves do not believe in. As change sometimes can bring about unexpected results, it is important that we work with our teams to effect the necessary changes, and be patient and understanding when things go wrong, as they often will. We must also celebrate the small successes when changes are effected, and give due credit to people who brought about positive changes.
Change can happen when..

We renovate an existing library
or plan a new library!

Change can happen in so many different ways and under so many different circumstances. Following this slide are examples of where change can happen. The first scenario is when we renovate or plan a new library. We could just repeat what we had done before for earlier libraries, or we could make changes to any area that we feel are more impactful to our users, for example, services to the public or in the furniture or lighting. In the case of the National Library Board of Singapore, our users fed back that they did not like the plastic chairs that we had provided, and they felt that the ambience of the library was very cold and unfriendly to users. We decided to change the type of chairs to make them more comfortable, and also change the lighting from white to warm white. We also added some down lights that made the library’s reading areas feel more like one’s living room at home. Readers liked the change.
This is a visual image of a new library that we are setting up in Tianjin Eco City, a new city in China. The theme is marine eco, and we used animals to highlight this.
This library has a view of the lake and park outside, and easy chairs are provided for users to enjoy the scenery while they read and learn. The architect also made use of the high ceiling to introduce some interesting design to the ceiling to make the library look more attractive.
Change can happen when we organise outreach programmes!

Change can happen when we organise programmes for our users to attract more to use our libraries to read and learn, and to improve their lives.
Collectible Card Game
Reading Promotion

Card games are popular with teens, especially boys who are reluctant readers, and libraries can produce games like these.
Book Bugs are on the loose!

Due to a glitch in a magical portal, Book Bugs that are locked in our library books for years are set free in the public libraries in Singapore. Your task is to catch them all.

There are 84 Book Bugs to catch!

Users love these cards, and this game attracted over a million new loans!
Pop-up libraries can be done anywhere where there are crowds, and they prove to be appealing and successful in attracting new users who do not usually use libraries.
Storytelling Session at Hort Park

Storytelling session can be held anywhere too, so long as there are crowds.
Change can happen when..

We are designing new services to make it easier for users to access the info that they need!

Change can happen when we look for ways to serve our users better.
Allowing users to use their mobile phones to borrow books makes book borrowing a breeze. They no longer have to find the self-service machines to borrow their books, and they can also borrow books for their family members too!
Change can happen when..

We are looking at how to increase productivity!

What about increasing productivity at work in the library?
The National Library Board of Singapore did a proof of concept to find out if robots could be deployed to do shelf-reading at night to identify mis-shelved books, and also, stock-taking of collections overnight. This experiment is not concluded yet, however, it will be bring about positive changes if indeed it works.
Shelf-reading robot: hardware

Robot sub-systems

- Robot sub-system
  - robot base
  - navigation algorithm
- RFID sub-system
  - RFID reader & antennas
- Video sub-system
  - cameras and vision-based algorithm
- Shelf-reading sub-system
  - shelf-reading algorithm
  - GUI with item locator

Though the set up may look intimidating, librarians can always find partners in the IT industry to help us do our work better. This is one example of collaboration between libraries and the IT industry.
Change can happen when..

We are looking at better ways to collect data on who visit our libraries and when they come!

I wonder if there are better ways to find out who visits our libraries and how they use our collections and services.
Understanding crowd density

And indeed there are new ways to use technologies to help track who comes to the library when, and how long they stay at each collection or service. Another proof of concept going on here.
Usage and profile of library users of a service

The data collection can be used to help the library plan its collections and services better, to meet the changing needs of its users.
Thank You!

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PROFESSIONAL DEVELOPMENT TO ENACT CHANGE

Maria-Carme Torras i Calvo
Chair, IFLA Professional Committee,
Universitetsbiblioteket i Bergen, Norway
Professional Development to Enact Change: Examples from Academic Libraries

Dr. Maria-Carme Torras i Calvo
Governing Board member, IFLA
Library director, University of Bergen, Norway
In this presentation, I aim to discuss professional development as the key to take enact change in libraries. My discussion is based on one specific example of change we have seen in academic libraries. I will focus on how we are dealing with this change in order to seize up the opportunities and face up to the challenges it involves. As our competencies and services evolve, there is an increasing need to communicate their significance to our users and parent institution. The reason for this is not just to ensure that they are familiar with our services and can fully benefit from them, but also to better engage them in our development. In general, communication skills and activities deserve more attention than they have been given traditionally at academic libraries.
For a long time now, academic libraries have been going through a significant change in their roles and place in the Higher Education landscape. From being rather institutionally isolated and mainly focused on information gatekeeping and document delivery, our parent institutions expect academic libraries to be real partners in education, research, dissemination and innovation.

These changes pose interesting questions about professional development at academic libraries. Changing roles and tasks call for different sets of skills and conferences. Our parent institutions invite us to a much greater extent than before to conversations on education, research, dissemination and innovation.
As reflected practitioners at a time of rapid change in both the information and education landscapes, we need to define and embrace new roles, develop existing ones, but also phase out others. Our reflection exercise must impact our library vision, mission, strategic priorities and action plans. Our strategic work will underpin our assessment of skills and competencies needed, as well as our professional development plans.

Just as importantly, it is the library’s responsibility to speak out loud about its contribution and value. If we undercommunicate our transformation and the new ways in which we are conceiving our services, we can hardly expect our users, university leadership and funding bodies to understand our contribution and value.
One of the work areas where academic libraries have experienced a considerable change is dissemination of collections and research. In the old days, the library was mainly a collection gatekeeper. In its endeavour to curate invaluable intellectual heritage like manuscripts and incunables, libraries had to severely restrict access to special collections. Dissemination activities like exhibitions were conceived as one-way communication events. The main goal was to enlighten the public, rather than to engage them in a dialogue about our intellectual heritage. At the University of Bergen, we have seen a growing strategic interest in research and intellectual heritage communication and in engagement with the general public, rather than just with students and scholars. On the other hand, digitisation, also a key strategic priority at the University of Bergen, gives us fantastic opportunities to both give access to the intellectual heritage we have in our collections, and engage with researchers, students and the general public in a much more collaborative and participative way.

At the physical academic library, we are now working on a wide range of events where the library becomes an arena for debate and dialogue on research results and important social issues. In doing this, we seek partnership with scholars and the university student society amongst others.
As regards the digital academic library, we are developing digital research infrastructure in close collaboration with our researchers to give open access, share and curate research data, especially within the humanities. An example of this is our library’s involvement in the Norwegian-Danish project Ludvig Holbergs Skrifter. We developed digital infrastructure for an open full text edition of Holberg’s complete works: (http://holbergsskrifter.no/holberg-public/view?docId=adm/main.xml&lang.set=en).
We have developed infrastructure like Marcus (http://marcus.uib.no/home) to give access to all our digitised special collections, photographs, manuscripts, medieval parchments etc. Marcus also makes it possible for us to create digital exhibitions featuring our collections. An example of this is a digital exhibition on Norwegian lepra researcher Danielsen. From Marcus we can upload digitised material to social media like our Facebook or Instagram accounts.
To recapitulate, academic libraries have shifted their role from mainly curating physical intellectual heritage to making it openly available. Library spaces have become a debate and dialogue arena at the university, in addition to rooming collections and varied working spaces for their users. The services and activities which I have just presented require development of competencies and skills at our library. For instance, in planning, rolling out library events and trying to better reach out to our target groups, we have identified communication skills gaps. We have partnered with the university communications department. They have provided us with in-house training, advice and support. We have also identified the need to develop technical skills such as podcasting.

Academic libraries have taken more and more responsibilities in their contribution to open science. In addition to being a university open access publishing driving force, a mandate given to us by our chancellor, we provide infrastructure and support for publishing open access journals and open research data. In order to be able to provide these digital services, we have hired data librarians and ICT engineers. These services call for competencies and skills which we simply did not have in our staff. Further, researchers come to us for copyright advice in open access publishing. Some of our staff has taken further education at the Law School to gain the necessary expertise in this area.

Good leadership is key to enact change in libraries. Independently of library service or function, it is essential to invest in leadership development. At our library, library leaders take MA degrees, university in-house development programmes or relevant external courses to make sure that we all develop our leadership knowledge and skills continuously.
Good professional development plans enable librarians to enact change. Acquiring new knowledge and skills gives librarians confidence and updated competencies to develop innovative services. It is however equally important for the library to create and communicate a narrative about our contribution and value to the university’s core tasks. Whether in strategy documents, budget discussions or at meetings with faculty, we must ensure we are putting the right message across. In building libraries for the future, we cannot risk leaving our users and owners behind in the past.
Thank you
NEW ROLES AND OPPORTUNITIES FOR NEW LIBRARIANS

Maria Violeta Bertolini
Library Consultant in Washington DC and
New Professionals Special Interest Group Convenor

Photo by Louis Takács https://www.flickr.com/photos/ifla/28448326043
Good morning to all of you! It is such an honor to be here, and thank you so much Gloria for inviting the NPSIG to be part of this President-Elect session "Librarians, the gears of the motors of change".

It is indeed very promising for new librarians worldwide to see that IFLA leadership is taking the time to discuss the future of libraries and the future of IFLA including their perspective, and the New Professionals Special Interest Group works hard, and has a lot of work ahead in helping new professionals get involved with IFLA and their national associations, and supporting them in getting their voice to be heard in the process of building the future of IFLA.

Before we start, since the title of this sections is about "new librarians", I would like to clarify what the NPSIG means when we talk about new librarians. The NPSIG defines the “new librarians” or “new professionals” in a non-restrictive way, meaning that you are new to the LIS profession, that you are a young professional, or that you are in general younger or newer than other members of your LIS circle.

In the context of this presentation, we are referring to the newer or younger librarian, although it is very possible that some of you, as experienced librarians, feel identified with some or many of the things I will talk about, no matter your age or experience. If that's the case, we are on the right track!

We believe that the library world is shifting. Sometimes and in some aspects too slowly, but there is no doubt that it is shifting, and the faster we move, the farther we will be able to take our libraries with us. New generations of librarians are little by little changing the library world and information access worldwide. We just need to give them a chance.

There are least three things that new librarians do differently: work, learn, and connect.
New librarians work differently

When we talk about opportunities for new librarians, we can immediately picture librarians playing so many different roles, and we know they are delivering good results, so we come to ask ourselves: are there really any limits on what a librarian can do?

Library and information science professionals have skills that are very transferable. For this reason, we are able to work in many settings and take various roles, inside and outside libraries. Librarians are prepared to apply their very unique skills in interdisciplinary and dynamic teams in every industry. We can’t continue just saying “come to the library”, it is imperative that we go out as well!

We see now and we foresee for the near future, new librarians playing very different roles.

Just to name a few:

- We see them as communicators, community managers, social media administrators, and webmasters
- Programmers and technology developers
- Founders and employees in startups and NGOs
- Advocates at national and international level for open science, open access, open data, access to information, intellectual freedom, freedom of expression, sustainable development goals...
- Being data librarians, providing advice on best practices in data management, data wrangling, data publication, and data visualization
- Working as technical specialists on information architecture, taxonomies, metadata quality and browse development in big companies like Amazon or Google
- Developing algorithms and improving search for government and corporate websites
- Designing and leading the application of document management systems
- Working in marketing and outreach coordination for information and systems library providers such as EBSCO, Elsevier, OCLC, etc.
- Helping organizations to effectively capture and facilitate the exchange of organizational knowledge as knowledge managers
- Enhancing the dissemination of their institution’s bibliographic data, research data and publications through Search Engine Optimization and Linked Data technologies.
- And so many others that we can’t even imagine!

New librarians learn differently

New librarians, as many other professionals, are constantly learning new skills and new tools through research, continuous education, online training like MOOCs, and especially self-taught learning.

At the IFLAcamp 2016, new professionals from several countries in different continents discussed a very interesting and thought provoking topic: “New skills for the new librarians”. One of the conclusions of this discussion was that the education and employment system in library and information science is in need of a major makeover.

Even coming from very different countries, there was a shared view that some library science school programmes worldwide are really outdated in terms of skills, tools and the idea of what a librarian is and what he or she can do.

For this reason, we see that many skills have to be learned outside of the formal education environment because they are not considered in library programs or no hands on experience is offered. Also, it is common to see that there are not enough teachers knowledgeable in new topics to teach it at national level, and library and information science school programmes take too much time to be reformed.
Moreover, there are many areas of library and information management for which new librarians should be much better prepared through LIS programs, some examples are:

- Electronic resources management
- Subscriptions management and negotiation
- Human resources and change management
- Leadership and presentations skills
- Budgeting and business administration
- Linked data and semantic technologies
- Business intelligence and data analytics
- Big data and predictive analytics

We need to pay attention, there is a big shift specially in the private world, where skills acquired by learning outside of the formal education setting and through experience are becoming very valuable assets. Companies like Google have affirmed that they are not specifically worried about degrees, they are worried in recruiting talent and skills, and degrees are not necessarily an indication of any of these.

Gradually libraries are incorporating specialists from other careers to join them in interdisciplinary teams. For this reason, new librarians are continuously challenging their skills and learning new ones to fill these gaps. By no means I am saying that we shouldn’t have degrees any more, but we need to be focusing much more in skills, especially those skills that can be acquired outside of the formal education system.
New librarians connect differently

One thing that is really characteristic about the new generations of librarians, is how connected they are with technology and with others. Having lived almost all of their life, or a great part of their life, in a world characterized by technology, globalization, and social media, they have the privilege of learning and working with the world at their fingertips through the access to Internet and online resources.

New librarians see no real distances because they find each other online, they use social media and virtual networks, they have virtual meetings, they participate and organize online events. They create and share videos, pictures, they use WhatsApp, Skype, Google Hangout, Snapchat, and any other tool available to remove barriers and close gaps with colleagues and friends around the world.

Here at the IFLA Congress, I am happy to see each year more and more tablets and smartphones, everyone is getting connected now, no matter how young or experienced they are. This year the Big Data SIG had a speaker participating via Skype! The Cataloguing Section had a member participating online in almost all of their meetings. She was able to contribute as if she were right here, asking and answering questions, commenting documents and making decisions. We need to see more of this in IFLA.

New librarians are used to work collaboratively in documents, brainstorm using dynamic and innovative tools, and sharing notes and blog posts for the whole world to see. They are not afraid to take risks and they have conversations and make friends with people they have never met in person, but that share common interests or goals.

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So…what are we doing to give new librarians a voice and an opportunity in our libraries? How will new librarians change the future of libraries if we give them the chance?

In a world driven by information and technology, there is a promising and exciting future for new librarians. IFLA is a key enabler for changing the mind-set, building capacity, and strengthening networks to support and encourage new librarians in taking these new roles. With Gloria and Gerald, we are happy know that we are in good hands for the future!

Thank you.
SKILLS AND COMPETENCES FOR LIBRARY WORKERS IN CONTEMPORARY PUBLIC LIBRARIES

Rolf Hapel
IFLA, Citizens Services and Libraries,
City of Aarhus, Denmark
Public libraries are in many countries undergoing remarkable change due to the increased speed of digitization in society. From institutions through many decades optimized for book storage and lending, they are now rapidly transforming to open learning and cultural centers with emphasis on people, rather than just books. The libraries are in that respect in competition with a great number of other actors, but the competitive advantages of the libraries are clear. They are in most countries free of charge to use, they often offer good, secure and comfortable premises for stay, they require no special political or religious belief to get access, they present a great variety of digital and analogue media and programs for users of any taste and they are financed by tax money from local government.

Of course, the book is still a central part of most libraries, but certain new trends have already made their mark and some are emerging at pace, trends that have a great change impact on the services of the libraries and subsequently on the skills required by librarians and other staff. I have picked out four major trends that in my view represents disruptive and revolutionary power towards the public library of the industrial age, as we know it.

These trends are:

1. User involvement
2. Digital development
3. Partnerships
4. Maker culture

*User involvement*

A paradigmatic shift in the way that citizens are involved in local political processes, physical planning and public service development seems to be on the way in many countries. From a governing perspective based on a symbiotic alliance between politicians and civil servants doing the planning and service development, it seems that the citizens are becoming more and more central in all these processes. Where public hearings used to be uninventive, formal, dull and non-involving, there seems to be a strong new tendency towards much more involving and participative formats where the citizens knowledge and experiences are not only taken into consideration, but actually being used and exploited for the benefit of society. The role of the municipality is increasingly to facilitate such processes and the political role is to inform and communicate in the processes and of course make the decisions required.
The involvement has gone from citizens participation as a top-down process where city officials would inform about decisions and little, if any attention was directed towards the viewpoints of the citizens - towards a partnership where the official representatives meet and engage with the citizens in participatory formats with a true desire to understand and learn from the citizens.

The libraries potential role in this development can be significant. As a physical arena for such processes the library seems ideal, given the fact that in most countries the libraries are regarded as non-commercial, neutral institutions, closely connected with civil society and guided by values of sharing, democratic dialogue, freedom of speech and thought and equal rights for all. Thus, public libraries in many countries are already undertaking roles as mediator and venue for participatory and involving processes, where the citizen co-create and innovate.

Aarhus Public Libraries and Chicago Public Libraries has in cooperation with IDEO and supported by Gates Foundation developed a Design Thinking Toolkit for libraries that can be downloaded free of charge:
http://designthinkingforlibraries.com/

The general movement can be illustrated through the Ladder of Citizen Participation.(1)
Of course, engaging in a far more elaborate dialogue with the users requires using certain formats new skills in library staff. Master degrees in anthropological and human sciences are not directly necessary, but a portion of knowledge in staff on the users and the surround society is absolutely required.

**Digital Development**
The libraries have an excellent position to knot-work, using the possibilities of the internet and technologies like three layered it-architecture, web services, Open Source and API's to create an infrastructure that allow swift exchange of already created content from one library to another. The reason why is mainly related to two facts; one is that the libraries are mainly publicly funded entities that aren’t competing amongst one another, the other is that many libraries possess internal it-skills often dating from the time that the libraries had to run their own library management systems. That means that sharing of content elements on the libraries web pages and content management systems (CMS) using new technologies can be done easy and seamless.

In Denmark, the public libraries has since 2012 been part of the Danish Digital Library, a cooperation between the municipalities organized in Local Government Denmark and the Ministry of Culture. All of Denmark’s 98 municipalities are engaged in the collaboration. The scope is to provide 1) a digital infrastructure for the libraries digital services, 2) a cooperation on negotiating and acquisition of digital content from providers and 3) a cooperation on promoting the digital library services. The basis for this development was a library initiative called ‘TING’ (Thing) based on Open Source and driven by Aarhus, Copenhagen and the Danish parallel to OCLC called DBC (Danish Library Center). It started in 2008 and provided the technical infrastructure for what later became the Danish Digital Library.

Based on this system the Danish Public Libraries are able to offer e.g. a comprehensive CMS and web pages to their customers with a minimum of effort.

*Fig. 2 Concept of infrastructure*
The web pages of the different libraries have different skin and a content adapted to the local needs and preferences, but they all run on the same backbone, and digital exhibitions and content element added by staff of one library can be reused by any other library. Everything is built in Open Source code and can be used by others. Because of the generic and modular nature of the system, it is very easy to add components to the system – e.g. the Danish Digital Library is currently rolling out a joint library management system to all the 98 municipalities that fits into the system. This management system will save a lot of money for the libraries in the long run, because it supersedes more costly systems from private vendors. But isn’t that socialism? No, the winner of the tender for the new system is a private sector company – the contenders for the contract just had to oblige to create their system in Open Source and have it fit into the infrastructure of the Danish Digital Library.

The same goes for the many apps that have been created for libraries. In the old days (before 2012), a library would go to a vendor and ask to have an app developed. Then the vendor would make the app, sell it to the library and then modify it a bit and sell to the next library and the next and so on. In that way all libraries had to pay the full price for the same product. Now, we have reversed that process. The Danish Digital Library ask a vendor to produce an app in Open Source, and the libraries that wants to be in on it pays their part of the joint development and a small sum for local adaption. That means that a lot of tax payer money is saved and the libraries can use the funds for something better that to fill the pockets of it system vendors.

Another element of digital development is related to the physical space in the libraries. More and more screens and interactive devices are being embedded in the furnishing of the libraries. Screens, that tells about the programs and events in the library or are being used for wayfinding purposes are becoming increasingly common and more and more interactive devices that allows the users to engage and learn are being installed in libraries.

Both this and the previous development requires new skill sets from the staff members. At the minimum a certain knowledge about the functionality of the systems are needed to guide and aid the patrons, but also creating the content of the screens, the advertisements of the programs and events requires certain skills and abilities from staff – skills that aren’t often taught in librarians education.
Partnerships

One of the central recommendations for libraries in the Danish national strategy (2) for public libraries published by the Ministry of Culture in 2010 was about forming partnerships. By creating partnerships with ngo’s, associations, educational institutions, other public sector services and non-commercial entities, the libraries can benefit massively from the synergies derived. In the transformation of libraries to relevant institutions for a networked and heavily digitalized society, partnerships has the potential to play a crucial role. By inviting new resources and skills into the library, we can gain knowledge and inspiration but also increase the diversity and quality in our service production and build out our network.

Our general communication will be enhanced and so will our marketing impact. Our partners will become our ambassadors if we make it right. Thus, by using the library as a frame for activities supported by partners that in their turn are exposed through our programs and facilities, the partnerships are the opportunity to create a win-win situation for all. The libraries with scarce resources will be able to present a rich program of cultural events and learning arrangements, the non-commercial partners will be exposed and can benefit from the use of the library space and the public will have much more opportunities to experience and learn in the library space. We have in Denmark learned from British experiences and been inspired by the idea of the library as community center. We call it the Mash-up library, given the fact that a web page often is created as a mash-up of various sources, that the web editor can pull in.

In that way, someone else is maintaining that specific source and services. In the same way, the physical library has the possibility of bringing in partners that deliver and maintain their own particular service as long as it fits in with the general purpose of the library – which in Denmark in the Library Act is stated as ‘..promoting enlightenment, education and cultural activity.’.

![Mash-up library diagram](image)

*Fig. 3*
Creating partnerships requires an open mind and a knowledge about the surrounding society among the staff members. The ability to spot opportunities for partnerships, to engage in conversation with possible partners and to make agreements with these partners are basic skills needed for the library staff that are engaged in the direct interaction with the public. It is of course a managerial responsibility to secure that training programs and the necessary time and resources are allocated for the purpose.

Maker Culture

“Making” and “hacking” have in the recent years been terms connected to a broader movement in more complex societies. It is a kind of return to values of independence, reuse of resources, shared tools and knowledge and ultimately a generous gesture towards one another in helping out and solving everyday problem. This movement has greatly influenced the public libraries in several countries and in Denmark it has been mixed with an element from the before mentioned Danish strategy for public libraries, namely with one of the spaces in the generic model, called the four room-model. It is a historically new way of looking at the library spaces – no matter whether they are analogue or digital.

The fourth room or space is the so called Performative Space – the places in the libraries where the citizens are not only allowed, but urged to create and perform in their own right – not only being consumers of cultural products, but being producers of content and creators of culture. By encouraging and organizing e.g. hackerspaces and maker fairs in cooperation with able partners and ngo’s the libraries undertake an important role as catalysts for project development, exchange of ideas and building of network in the civic society.

In praxis, the libraries organize events and activities that involves the users in co-creating, fixing, mending, producing and interaction though formats of e.g. maker spaces, hackathons, maker fairs etc.

Fig 4 – the four room model from the Danish Public Library Strategy
Conclusion
The skill sets required of staff in contemporary libraries are somewhat diverse. Staff must be instrumental in the movement of the libraries from mainly transaction oriented institutions of the industrial age to relation oriented institutions of the networked society. That means that staff will have to possess competencies and roles of project manager, teacher, process facilitator, developer and professional host with a service oriented mindset. Such a variety of roles cannot necessarily be undertaken by a single individual, but needs to be present in the staff as a whole. There are other roles that needs to be addressed if a library should be able to interact with the surrounding society in a productive manner, but the mentioned are the most important. It is the obligation of the leadership of the library to make sure that such skills are represented and developed within the personnel of the contemporary library.

It’s time to start our discussion now. On every table there’s a coordinator who’ll help you, as well as the following table to fill in with your inputs. Let’s see how we get on.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Country:</th>
<th>Region:</th>
</tr>
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<tbody>
<tr>
<td>National</td>
<td>What do we need to do to empower librarians?</td>
<td>What can librarians do to promote access to knowledge?</td>
</tr>
<tr>
<td>Regional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
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</tr>
</tbody>
</table>
1. What do we need to do to empower librarians?

**CONSIDER ASPECTS SUCH AS:**

- Interacting with stakeholders
- Training: media skills, open collaborative work
- Mindsets: sharing knowledge in a network and knowing where to find the information you need to serve your community
- IFLA should be an open data bank promoting open culture
- The importance of learning and sharing
- Open Access, transparency and re-use
2. What can librarians do to promote access to knowledge?

- Have you noticed a change of mindset in librarians?
- How can we help them more?
3. How could you contribute to developing a global position?

- Did you think there was anything missing from the guest speakers presentations?
As well as the content presented by our excellent panel of presenters, allow me to pose the following questions:

1. What do we need to do to empower librarians?
2. What can librarians do to promote access to knowledge?
3. How could you contribute to developing an international position?

Let’s find out first-hand your suggestions, which is the aim of this session. These questions respond to three key aspects: the need for change, necessary action and the reach of the action (global/local) that I consider important when defining ourselves as the gears of the motors for change.
QUESTION 1: WHAT DO WE NEED TO DO TO EMPOWER LIBRARIANS?
Q1 (NEED): WHAT DO WE NEED TO DO TO EMPOWER LIBRARIANS?
Q1: WHAT DO WE NEED TO DO TO EMPOWER LIBRARIANS?

NATIONAL:

1. Provide a framework for training for National Associations.
2. Through better training, achieve institutional trust in the profession.
3. Need for personal/professional empowerment.
4. Updated skills for the current environment.
5. New library skills should be included in the curricula of LIS and i-Schools.
7. Offer opportunities and grants to professionals who would like to carry out postgraduate studies.
8. Provide, through training, the vision, services and technology to accomplish librarians' mission.
9. Train librarians to acquire marketing skills to sell library products and services.
10. Lifelong learning should include new curricula to develop informational skills, interdisciplinary work, value of the profession and self-knowledge.
11. Create partnerships with “volunteers” helping librarians in some aspects of their jobs.
12. Have ambassadors advocating towards political leaders.
13. Improve management to be less “top-down”.
15. Improve training curricula to improve recruitments in the private sectors And monitor who is recruited where after graduation: “graduate outcome surveys”.

Q1: WHAT DO WE NEED TO DO TO EMPOWER LIBRARIANS?

REGIONAL:

1. Promote actions to share best practices around the region, regional policy for ongoing training, exchange of experiences and expertise in order to communicate better.

2. Different types of regional workshops.

3. Advocacy training in order to connect with politicians.

4. Promote the profession to incoming undergraduates at universities.

5. Collaboration and sharing culture, ideas and strategy and solutions, through virtual seminars and meetings.

6. Monitor where librarians are recruited.
Q1: WHAT DO WE NEED TO DO TO EMPOWER LIBRARIANS?

INTERNATIONAL:

1. Exchange programmes between libraries
2. Cooperation and carrying out international projects.
3. Launch a programme for twinning libraries.
4. Attend international meetings physically or using technologies to carry out virtual seminars and meetings (e.g. Webex).
5. Marketing strategy to launch IFLA’s products.
7. Training sessions and workshops on how to empower librarians at pre-conferences (satellites) and WLIC.
8. Have a clear global vision and mission
9. Sharing best practices, participatory and collaborative culture, practical workshops for conferences in person and web solutions.
10. IFLA reaches out to employers to encourage employee participation.
11. IFLA should help library schools develop training curricula.
QUESTION 2: WHAT CAN LIBRARIANS DO TO PROMOTE ACCESS TO KNOWLEDGE?
Q2 (ACTION): WHAT CAN LIBRARIANS DO TO PROMOTE ACCESS TO KNOWLEDGE?
Q2: WHAT CAN LIBRARIANS DO TO PROMOTE ACCESS TO KNOWLEDGE?

NATIONAL:

1. Train users on copyright matters.

2. Need for better awareness of interdisciplinarity

3. Marketing: create awareness of success using the committees' communication channels, know your community.

4. Serve people in the best way for them.
5. User-focused services.


7. Redeploy people on these tasks if some other tasks are automated.
Q2: WHAT CAN LIBRARIANS DO TO PROMOTE ACCESS TO KNOWLEDGE?

REGIONAL:
1. Research Data Management Services

2. Create value-added services, carry out multidisciplinary work, recognise and value users' opinions (user surveys).

3. Know your users' community better.

4. Create awareness of what libraries have and that it goes way beyond Google.
5. Teach information literacy skills.

6. Share best practices, provide open access.

7. Projects on a Regional level.

8. Invest in oneself - self empowerment.
Q2: WHAT CAN LIBRARIANS DO TO PROMOTE ACCESS TO KNOWLEDGE?

INTERNATIONAL:

1. Promote and use the standards created by IFLA for libraries.

2. Offer continuous information to users.

3. Learn from best practices at international conferences.

4. Share experiences through guidelines and other methods.

5. Working with the UN.
QUESTION 3: HOW COULD YOU CONTRIBUTE TO DEVELOPING AN INTERNATIONAL POSITION?
Q3 (REACH): HOW COULD YOU CONTRIBUTE TO DEVELOPING AN INTERNATIONAL POSITION?
Q3: HOW COULD YOU CONTRIBUTE TO DEVELOPING AN INTERNATIONAL POSITION?

NATIONAL:

1. Articulate associations' activities to IFLA, stimulate participation and participate actively in associations' decision-making.

2. Train librarians.

3. Develop exchange programmes and collaboration, use webinars to share ideas at a lower cost, use data and information, share information via video - easily digestable.

4. Talk about IFLA.
Q3: HOW COULD YOU CONTRIBUTE TO DEVELOPING AN INTERNATIONAL POSITION?

REGIONAL:

1. Be active in IFLA.
Q3: HOW COULD YOU CONTRIBUTE TO DEVELOPING AN INTERNATIONAL POSITION?

INTERNATIONAL:

1. Be entrepreneurial and reach out for grants.
2. Put the library on world stage.
3. Be active in IFLA.
CONCLUSION

Dear attendees and active participants in this IFLA 2015-2017 President-Elect Session.

Firstly, I would like to thank your all for your participation, for your comments – the result of your experience and knowledge – which, together with the shared keynote by the excellent speakers during this session, will be, from here on out, configuring an inspirational beginning to the presidential programme that I will carry out during 2017-2019.

I have always thought about the need to shake up the professional world in order to realise how, we, as librarians and information professionals, can have a positive influence on the development of our communities and improve policies on access to information firstly at home (locally), and in an organised way on a national, regional and finally, global level.

For this reason, your inputs have been included in the reflection that we are making at IFLA, lead by Donna Scheeder, the Governing Board and the Secretary General Gerald Leitner, and which – in line with the Strategic Plan – on the indispensable need for a change of mentality in order to go about concretising our positions as the libraries' gears, veritable Motors for Change around the world.

IFLA's International Advocacy Programme has identified a series of professional leaders in many countries around the world in order to train them on the techniques and guidelines needed to advocate for libraries and the role they play in the development of individuals and communities, so that these, in a cascade approach, will do the same in their associations and in their own countries, with the aim of achieving and spreading the Sustainable Development Goals around the world.

Never have we been so sure about this: librarians and information professionals need to be the architects to achieve Universal Literacy, which is the UN's main goal in the 2030 Agenda for Transforming our World. It is our responsibility and who better than ourselves to guide our governments and our communities through the programmes needed to develop reader skills and technologies for the communities we serve.

We count on all of you to lead the best response that librarians can give, make the transformation of the world possible through libraries!
AND FINALLY...

We are powerful and we need to trust in our vision and in our ability.

Because WE are:

GEARS OF THE MOTORS FOR CHANGE

@GPSalmeron

Photo by Kirsten Krumsee https://www.flickr.com/photos/ifla/28989868641