

## POSITION DESCRIPTION

<b>Position:</b>	Branch Library Manager
<b>Department:</b>	Community Services
<b>Location:</b>	Upper Clutha / Whakatipu / Frankton & Kingston
<b>Reports to:</b>	Library Services Manager
<b>Date:</b>	June 2023

### BACKGROUND

Queenstown Lakes District Council (QLDC) is a territorial authority in Te Waipounamu South Island of Aotearoa New Zealand, with a current resident population of approximately 48,300 which is projected to increase to 61,350 by 2031<sup>1</sup>. The Queenstown Lakes District is also a premier tourist destination making a significant contribution to the national economy. In recent years, the district has experienced significant and sustained growth in both resident population, and in international and domestic visitor numbers. Our demand projections forecast this growth to continue<sup>2</sup>. The overall growth pressures the district is experiencing has led to the 2021 -2031 Ten Year Plan setting out an ambitious programme of work, with over \$1.6 billion of capital investment to be made over the decade<sup>3</sup>.

QLDC has a central role to play in maintaining and enhancing the quality and liveability of the outstanding environment of the district. It also has a central role in development and regulation and provides high quality services and infrastructure to residents and visitors; managing the district's parks, trails, libraries and recreational facilities; enabling sustainable development through consenting services; and regulating local activities. QLDC's role in leading the recovery effort for the district in response to COVID-19, also means that the diversification of the district's economy is an increasingly important priority for our Council.

The community outcomes set out in the 2021 – 2031 Ten Year Plan are directly extracted from [Vision Beyond 2050](#), which is our community vision statement:



<sup>1</sup> [QLDC demand projections, March 2022](#)

<sup>2</sup> [QLDC demand projections, March 2022](#)

<sup>3</sup> [QLDC Ten Year Plan 2021 - 2031](#)

## VISION, MISSION AND VALUES

We're proud to be QLDC, and in response to the growth the district has experienced over recent years the QLDC organisation has itself experienced substantial growth. With an employed workforce of approximately 550 in July 2022, and a range of partner organisations delivering services on behalf of Council, QLDC is also a significant employer in the district. The range and types of work carried out at QLDC are extensive, and complex; becoming increasingly so as the district continues to grow.

Our culture is an important part of who we are. The vision, mission and values set out below are the foundation for our organisational culture; how and why we go about things:



## PURPOSE

The Library Manager is responsible for leadership, operations, service delivery, and facilities management for the libraries under their portfolio. The person in this role drives community development and wellbeing through engaged leadership and strategic direction. The Library Manager is responsible for creating warm, welcoming, inclusive public spaces and positive customer experiences in the delivery of exceptional, innovative, responsive library services.

The Library Manager supports the development and management of community partnerships, strategic projects, collections, programmes, outreach, and library services. The person in this role leads and facilitates staff development and engagement, fostering a collaborative and innovative district-wide team-based approach to library services.

This role is guided by our mission statement – Enriching minds and communities: Te whakapuāwai i kā hinengaro me kā hapori – and by the Library Strategy 2020-2030's focus areas for literacy and language, learning for life, connected, vibrant communities, and well-being and equity.

## KEY TASKS

### Leadership & People Management

- Lead and manage up to 25 staff, ensuring sound roster management, including timesheets and leave requests, and work in an efficient, effective, and safe manner.
- Lead and contribute to a shared vision of “enriching minds and communities” as a one team, district-wide culture.
- Recruit, induct, train and support employees.
- Coach and mentor staff and colleagues to develop knowledge and best practices for strategic outcomes.
- Conduct annual performance management processes.
- Ensure staff engagement remains high and build effective, collegial, positive working relationships across the organisation.
- Manage rural library staff to maintain staff engagement and health and safety standards; travel to rural libraries as required.
- Planning and preparing for the new capital, mobile services.
- Induct, train, support and manage volunteers for libraries.
- The Library Manager will assume delegated responsibilities for the District Librarian as required.

### Operational Management

- Lead a focused approach on Libraries’ mission, driving equity, diversity, and inclusion.
- Oversee the delivery of high-quality customer service across all areas of library services, including circulation, collections, information and research, programming and outreach, and digital and ICT services.
- Ensure all library spaces are warm, welcoming, and inclusive environments for all of our different customer groups.
- Ensure physical layout and presentation of library spaces is fit for purpose and responsive to changing needs.
- Responsible for ensuring that libraries comply with all Health & Safety obligations and all staff, contractors and volunteers understand and adhere to all relevant Health & Safety policies and standards.
- Ensure effective management and development of rural libraries.
- Ensure the development and marketing of services, programming, and outreach initiatives to increase usage of libraries.
- Support the development and management of library collections, in collaboration with the District Collections Librarian, Digital Services Librarian and Collections team.
- Ensure maintenance of library statistics and analysis for data-driven decision-making.
- Ensure effective management of bookable library spaces and meeting rooms.
- Investigate and resolve customer complaints professionally; maintain confidentiality and discretion.
- Identify and implement opportunities for service improvement, responding to community needs and library team and user surveys and feedback.
- Responsible for asset maintenance, overhaul, and replacement of furniture and equipment as required.
- Maintain working knowledge of the Library Management System (LMS) and Library RFID, keeping up to date with library software and its evolving functions.
- Contribute to circulation duties as required.

## **Facilities Management**

- Responsible for library facilities management.
- Coordinate with Property and Knowledge Management to ensure infrastructure improvements are progressed and maintenance issues are remediated promptly.
- Manage furniture and equipment budget to ensure physical state of libraries is of a high professional quality suitable for community use.
- Responsible for contractor management for library infrastructure, ICT, and other projects.
- Assist with the roll out of capital projects related to Libraries and other Community Services facilities.
- Manage and oversee facility cleaning processes in collaboration with the Property Team.
- Work with wider QLDC team in planning and improvement of library facilities including access, security, safety, signage and best use of space.

## **Financial Management**

- Ensure procurement and expenditure is conducted in line with QLDC policies.
- Collaborate with the District Librarian to manage salaries and wages for libraries under portfolio.
- Responsible for effective management of cash and EFTPOS till taking procedures.
- In collaboration with the Community Engagement Librarians, identify and develop funding opportunities to support capability and capacity building or project delivery for Libraries.

## **Strategic Planning & Projects**

- Lead and implement strategic plans and special project groups.
- Identify and facilitate the ongoing revision of policies, plans, processes, and procedures to keep pace with technology and the changing profile and expectations of library users.
- Lead change management processes.
- Conduct research and present data and statistics effectively. Share information with key stakeholders and partners, providing analysis, options and recommendations on complex issues as required.
- Support the District Librarian with the development of business cases as required.
- Continually develop industry expertise and stay abreast of national and international trends.
- Anticipate and identify emerging societal and environmental issues, trends and problems.
- In collaboration with the District Librarian, adapt and implement new or modified library services as required.

## **Community Development & Relationships**

- Demonstrate a commitment to wider QLDC Libraries district services and collaborate with the District Librarian and Library Leadership team to build effective partnerships.
- Proactively identify, develop and manage constructive and collaborative relationships with key stakeholders, including QLDC staff, community groups, non-government agencies, social services, and local businesses.
- Build a professional, inclusive, and positive image for QLDC within the community.
- Support community development and wellbeing through engaged leadership and strategic direction.
- Actively seek opportunities to network and advocate for Libraries internally and externally.
- Maintain an oversight of community matters by attending meetings as appropriate and liaising with internal and external stakeholders.
- Advocate on behalf of key community groups to the wider organization, central government and other agencies.

- Work collaboratively with the Welcoming Communities Coordinator and Community Partnerships team as a key stakeholder in the development and implementation of a Welcome Plan for the Queenstown Lakes communities, with a focus on improving community diversity, inclusion and belonging.
- Develop and maintain an effective working relationship with CODC Libraries.

#### **Te Reo & Tikanga Māori**

- Work in partnership with mana whenua to ensure Te Tiriti o Waitangi and Te Ao Māori (the Māori world view) is considered in all aspects of library services and public spaces.
- Actively develop and support library staff to confidently use Te Reo Māori and facilitate the development of mātauranga Māori.
- Create an environment where mātauranga Māori is respected, valued and supported.

#### **Corporate Responsibilities**

- Build commitment to QLDC's vision, values and services.
- Willingly undertake any duty required within the context of the position.
- Manage own personal health and safety and takes appropriate action to deal with workplace hazards, accidents and incidents.
- Comply with all legislative requirements.
- Adhere to QLDC's Code of Conduct.

### **KEY RELATIONSHIPS**

#### **Internal:**

- District Librarian
- Library Leadership Team
- Library Staff
- General Manager, Community Services
- Property Team
- Knowledge Management Team
- Community Partnerships Team
- Communications Team
- Sport & Recreation Team
- Other QLDC Employees

#### **External:**

- Customers
- General Public
- Community Groups, Local Businesses, and Social Services
- Central Otago Libraries
- Library Industry Bodies

### **ACCOUNTABILITIES AND DELEGATIONS**

#### **Financial Authority**

- Category F – authorised to hold a P-card
- Timesheet and leave approval

#### Staff Authority

- Total number of direct reports: approximately 14-21.
- Total number of staff reporting: approximately 14-21
- Volunteer management: 5+

#### Contractual Authority

- No agreement or contract authority

### PERSON SPECIFICATION

#### Education & Experience

- Bachelor's degree or post-graduate diploma (NZQF Level 7)
- 4 years of library or relevant experience.

#### Skills & Knowledge

- 2+ years of experience in supervisory or leadership roles; collaborative leader and a team player.
- Experience in operations management and service delivery.
- Experience in working with community groups, social service agencies, educational institutions, government agencies and stakeholder partners. Strong community connections and a community-minded approach
- Strong relationship management and interpersonal skills.
- Able to resolve conflict successfully and de-escalate emotive situations
- Excellent communication; enjoys communicating with and assisting people from other cultures, communities and countries.
- Ability to advocate for libraries with communities and key stakeholders.
- Proven ability to think strategically at a high level, develop frameworks and implementation plans.
- Proven track record of managing/contributing to successful projects.
- Comfortable working with complexity and uncertainty.
- Highly literate and a good level of numeracy; competent digital literacy.
- Experience in budget management, report writing, and policy development.
- Methodical and well organised; have a high level of attention to detail and a keen eye for process improvement opportunities.
- Well-developed conceptual, analytical and problem-solving skills.
- Flexibility required as some events and activities may take place outside of normal office hours.
- Personal commitment to the role of public libraries and literacy.
- Highly motivated and achievement-oriented professional, with drive to make a difference.

### COMPETENCIES

Core competencies for all employees of QLDC:

<b>Integrity</b>	► Represents QLDC in an honest, ethical and professional way, supporting a culture of integrity and professionalism
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	<ul style="list-style-type: none"> <li>▶ Acts on QLDC's vision, mission and values even when it is uncomfortable or difficult to do so</li> <li>▶ Follows through on agreements; can be relied on to complete tasks and meet commitments</li> <li>▶ Champions safety and wellbeing by role modelling safe and healthy work practices</li> </ul>
<b>Delivering Quality Results</b>	<ul style="list-style-type: none"> <li>▶ Emphasises progress over perfection, taking action and initiative to resolve issues within established process and procedure</li> <li>▶ Identifies key tasks needed to achieve objectives, establishing timelines and milestones to reach future state</li> <li>▶ Shows commitment to completing work activities effectively</li> <li>▶ Has a can do, will do attitude – taking on new challenges, making the most of every opportunity</li> </ul>
<b>Adaptability</b>	<ul style="list-style-type: none"> <li>▶ Adjusts your plan and approach as the situation changes to deliver the best outcome</li> <li>▶ Adapts pace of work to meet organisational demands</li> <li>▶ Is open to new ideas and is willing to try new ways of doing things</li> <li>▶ Aware of your impact on others and adjusts approach accordingly</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>▶ Is dedicated to meeting the expectations and requirements of internal and external customers</li> <li>▶ Ensures actions, processes and decisions deliver sustainable customer satisfaction and support QLDC's interests</li> <li>▶ Communicates effectively with customers and stakeholders to identify their needs and requirements</li> <li>▶ Knows and understands the customer's position and looks for opportunities to add value and create a great customer experience</li> </ul>
<b>Managing Relationships</b>	<ul style="list-style-type: none"> <li>▶ Establishes and maintains effective relationships with stakeholders and gains their trust and respect</li> <li>▶ Listens carefully with an open mind and is receptive to others' ideas</li> <li>▶ Is aware of and responsive to cultural differences when engaging with people and groups</li> <li>▶ Ensures actions, processes and decisions deliver sustainable relationships and support QLDC's interests</li> </ul>
<b>Valuing Diversity</b>	<ul style="list-style-type: none"> <li>▶ Displays an open-minded, non-judgmental attitude towards others</li> <li>▶ Continues to listen and attend to others when they are being unclear or 'difficult'</li> <li>▶ Actively seeks input from others who may have different perspectives and views</li> <li>▶ Role models respect and sensitivity to diversity and difference to ensure an inclusive team environment</li> </ul>
<b>Organisational Awareness</b>	<ul style="list-style-type: none"> <li>▶ Applies an understanding of QLDC's culture and values to their activities</li> <li>▶ Knows how QLDC works – both the formal and informal channels to use 'to get things done'</li> <li>▶ Adapts quickly to change and uncertainty, approaching change positively and as an opportunity for learning and growth</li> </ul>



Competencies specific to the role:

<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>▶ Identifies potential problems, barriers, and risks and takes action to resolve them</li> <li>▶ Seeks input and the perspectives of others to support efficient and effective problem solving</li> <li>▶ Exercises judgement and makes good decisions</li> <li>▶ Tries different approaches to overcome current obstacles and persists with efforts until an effective solution is found</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>▶ Demonstrates resilience by remaining composed and persevering through difficult or stressful situations</li> <li>▶ Role models patience and tolerance when dealing with inconveniences and difficulties</li> <li>▶ Recovers quickly from setbacks and adverse events</li> <li>▶ Takes personal responsibility for decisions, actions, and mistakes</li> </ul>
<b>Influencing and Negotiating</b>	<ul style="list-style-type: none"> <li>▶ Considers how you will influence over time and adopts a number of deliberate strategies to influence and communicate with others</li> <li>▶ Achieves effective solutions and outcomes within challenging relationships, or when dealing with ambiguous and conflicting positions</li> <li>▶ Picks up on people's social cues and reactions, and adjusts your approach accordingly</li> <li>▶ Encourages others to talk, share and debate ideas to achieve consensus</li> </ul>
<b>Collaborating</b>	<ul style="list-style-type: none"> <li>▶ Accepts and supports team decisions, is a 'good team player', do your share of the work</li> <li>▶ Willingly shares information, knowledge and experiences with others</li> <li>▶ Seeks out and works with others, regardless of team, function, business unit, geography, professional boundaries</li> <li>▶ Fosters open dialogue and feedback</li> </ul>
<b>Inspiring, Direction and Purpose</b>	<ul style="list-style-type: none"> <li>▶ Champions QLDC's vision and strategy and communicates the way forward generating enthusiasm and commitment to goals</li> </ul>
<b>Commercial Awareness</b>	<ul style="list-style-type: none"> <li>▶ Ensures that day-to-day activities are aligned with and meet QLDC's longer term business objectives</li> <li>▶ Utilises networks and market information to gather multiple perspectives and insights into customer needs and perceptions</li> </ul>
<b>Change and innovation</b>	<ul style="list-style-type: none"> <li>▶ Drives continuous improvement and identifies opportunities to enhance processes and practices</li> </ul>
<b>Strategic Agility</b>	<ul style="list-style-type: none"> <li>▶ Engages in critical questioning, looking for underlying causes and seeks to address those rather than make a "quick fix"</li> <li>▶ Uses an in-depth understanding of local business and cultural practices to complete negotiations, resolve problems, and / or create business / community opportunities</li> <li>▶ Uses analytical techniques to identify several solutions and weighs the value of each</li> <li>▶ Anticipates and assesses the impact of changes to work-plans and initiatives such as changing political / economic conditions and responds appropriately</li> </ul>