

UOW LIBRARY - MANAGEMENT HANDBOOK	
Chapter:	C GENERAL POLICIES AND PROCEDURES
Section:	C11 - Innovation Management Policy
Approved by:	University Librarian
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Contact Person:	Quality and Marketing Manager
Related Policies:	Rewards and Recognition Policy
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1 INTRODUCTION

- 1.1 Innovation is critical to the Library's future success and sustainability and to its overall organisational health. Successfully adapting Library services to a changing environment requires innovation.
- 1.2 The Innovation Management Policy is designed to support the Innovation processes that have been developed to capture, implement and manage innovative ideas. It is also designed to underpin the Library's agreed value of Initiative: *We embrace and reward enterprising and innovative ideas; encourage staff to respond creatively to challenges through continuous improvement processes.*
- 1.3 Identification and support for innovation by staff is critical to the achievement of the Library's vision and mission. Innovation supports the Library's critical success factor of *skilled and knowledgeable staff who respond creatively to change and; expertise in innovative exploitation of an information environment in transition.*
- 1.4 The concept of innovation is interpreted to include experimentation, ideas, initiative, creativity, projects, problem solving and bias for change.
- 1.5 All ideas are valued, not just those which lead to successful innovation.
- 1.6 Innovation may involve risk-taking and this is supported by a culture open to experimentation, and by the belief that we learn from our mistakes. If significant risk to resources is involved, then quality project management processes will apply.

2 DEFINITION

- 2.1 Innovation is defined as looking for opportunities beyond tradition or identifying a new or untested approach. It often involves questioning rules, routines and assumptions. Innovation depends on both individual creativity and organisational culture. It can be construed as thinking outside the box. Innovation *means making meaningful change to improve an organisation's programs, services and processes in order to create new value for the organisation's stakeholders.*
- 2.2 There are four key types of innovation:
- **Product innovation** – the development of new products and services, or the enhancement of existing products
 - **Process innovation** – improving processes within the Library; a focus on continuous improvement to facilitate organisational efficiency and effectiveness
 - **Marketing innovation** – service or product related; creating new markets; finding

new or different ways to advertise, promote and/or package services and products

- **Management innovation** – the way the Library is managed; organisational structures

3 **OBJECTIVES**

Through innovation the Library aims to:

- Position the Library within an increasingly competitive environment
- Provide a catalyst for change
- Extend staff participation in creating the Library's future and making the best use of all intellectual resources
- Enhance flexibility
- Add new value for Library stakeholders
- Identify and apply solutions rather than present problems.
- Foster an environment or culture which supports risk taking and the opportunity to learn from mistakes.
- Celebrate successful innovation
- Challenge what is done and the way it is done.

4 **RESPONSIBILITIES**

4.1 The University Librarian, the Executive Committee and other leaders throughout the Library are responsible for encouraging and supporting an innovative climate.

4.2 The Quality and Marketing Manager and Administration Assistant are responsible for the receiving, recording and reporting of staff initiated improvement ideas and innovations.

4.3 Team Coordinators and members of the Management Advisory Team and the Library Executive Committee are responsible for working with the Quality and Marketing Manager to aid the implementation and integration of innovation.

4.4 All staff are responsible for developing an awareness of the policy, participating in relevant training, contributing ideas and for the application of innovative practices.

5 **PROCEDURES**

5.1 Sources of innovation include the Strategic and Action Planning processes, Tell Us and Suggestions processes, Bright Ideas and recommendations from staff training and development evaluation forms, focus groups, visits to other organisations, conferences and workshops, professional reading, brainstorming sessions, team meetings and the development of future scenarios.

5.2 **Collection**

- The Strategic Planning team will monitor continuous improvement and innovations recorded in Strategic and Team Action Plans and report on progress and achievements twice yearly. This team will also review annually, recommendations put forward via conference reports and site visits, available via the fileserver, for potential inclusion in the next planning cycle.
- Team coordinators and division leaders will monitor and where appropriate, support the implementation of recommendations and Bright Ideas offered by their staff via training and development evaluation forms or on receipt of training reports, at the

Development Review and mid-point Development Review. If the staff member and team coordinator believe there is merit in the suggestions but require additional resources for implementation, these should be annotated with the reasons why the recommendation should be supported, resource implications etc. and forwarded to their LEC representative. Recommendations or ideas that have the potential to impact on other teams should be taken to a CAT meeting in the first instance.

- Client feedback and suggestions are collected, recorded and distributed by the Planning and Development Officer and monitored for trends.
- All staff are encouraged to put forward their ideas. Ideas may be progressed initially in team meetings and if supported in this setting put forward to the LEC representative in a brief email or proposal outlining the recommendation, perceived benefits, and if possible resource implications.

5.3 **Response**

- Responses to suggestions and actions will be given by LEC or by the Strategic Planning team who will also provide feedback for the acceptance or rejection for suggestions or actions.
- Suggestions or actions that have been endorsed by LEC should be forwarded to the Quality and Marketing Manager for inclusion in the innovation database.
- It may be possible that suggestions are received which cannot be implemented due to resource or other constraints. If this is the case, the reasons why the suggestion can not be implemented at this point in time will be stated.
- Innovations which can be implemented quickly and which do not require policy change or major resource allocation, and meet the innovation criteria will, wherever possible, be addressed immediately.

5.4 **Reports**

- The Quality and Marketing Manager will issue a Progress Against Strategic Aims report twice yearly (June and November) to LEC and the Strategic Planning team.
- An annual summary will be prepared to supplement the Progress Against Strategic Aims report and to highlight new services, products and technologies introduced over the past 12 months.

6 **RESOURCES**

- 6.1 An amount of \$5,000 will be identified in the Library Budget to provide seed funding if required to implement an innovation which will contribute to the achievement of Library goals or strategic initiatives.

7 **RECOGNITION AND CELEBRATION**

- 7.1 An award for *Initiative and Innovation* will be presented annually at the end of year staff meeting. The purpose of the award is to encourage and acknowledge staff who have demonstrated behaviours aligned to our Value of *Initiative*. It recognises the close links between initiative, innovation and continuous improvement and their role in achieving the goal of *Client Satisfaction*. It is expected the successful recipient of the award will be able to meet at least one of the following criteria:
- Actively seeks information to improve processes and services
 - Looks for solutions and innovative ideas rather than merely presenting problems
 - Is proactive in identifying client and stakeholder needs and presents suggestions for addressing these
 - Responds creatively to challenges

The award will comprise a certificate and a \$100 voucher. The successful recipient of the award is selected by the Strategic Planning team.

- 7.2 Support for conferences, seminars and visits for the purpose of identifying innovations will continue through the Staff Training and Development Program

8 REVIEW

- 8.1 The Quality and Marketing Manager and the Library Executive Committee will review the Innovations Management Policy every 12 months and evaluate the effectiveness of the process.

9 TRAINING

- 9.1 All staff will be made aware of this policy through the induction process and procedure manuals.
- 9.2 Training in Creative Thinking and Problem-Solving techniques will be delivered via workshops developed by internal staff and by external providers where appropriate.

10 RELATED POLICIES

- 10.1 Rewards and Recognition Policy.

11 INNOVATION MODEL

INNOVATION MODEL

