

Attachment 1

IMPS Intellectual Capital Report

The future is in our eyes and in our hands. As the industrial society gives way to the emergence of a new, digitized knowledge- and service-orientated society, it is imperative that we think ahead and seek new perspectives, concepts and management tools. In today's network-based, knowledge-intensive, global service society, it is not the products that count, but effective, knowledge-rich relationships characterized by innovative, high-quality partnerships (Skandia, 1998, p 3).

IMPS

Intellectual Capital Report

April 2001 – August 2002

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Executive summary

CSIRIS IMPS managers are able to rely on willing and supportive staff members (21 of which 62 % are younger than 50) that have the required skills to accomplish the IMPS mission. The work environment allows for participation of all in the review of processes and staff members are willing to contribute to the solution of problems and to improve the work environment. One good example of continuous learning and improvement relates to new staff induction sessions. Here the feedback from both the new staff members and the trainers are consolidated after an induction session, changes are made when, and where necessary and the changes are then introduced at a next induction session. However, as this is the first review of IMPS intellectual capital development, it is obvious that there would be a number of weaknesses to address. Most of identified human capital challenges relate to skills development. There is especially a need to accelerate the rate of skills development within the context of staff diversity. Some staff members are lacking appropriate knowledge to utilize pieces of equipment or application software to their full capacity. This is probably because the transfer of knowledge between staff members is still in its beginning stage and therefore concerted efforts should be made to ensure that transfer happens faster.

A variety of products were made available to research staff in an attempt to build CSIR structural capital (research infrastructure). As many of the products and services provided from or developed by the IMPS group, depend heavily on the availability and reliability of technology, the CSIR's ICT infrastructure is seen as a major advantage. The focus of attention during this review period was on the supply of electronic journals. In this regard, the availability of supplier product data as well as statistics about the usage of products has been of use when identifying appropriate and reliable supply chains. The long-standing relationships with reliable suppliers were serviced and a number of new suppliers were identified to ensure that electronic product delivery remains efficient. In developing the CSIRIS structural capital, organizational memory was established. A combination of web technology and the document management system (DMS) was used for that purpose.

In terms of specifically IMPS structural capital development, the review period was characterized by a number of efforts to benchmark and streamline processes. It was established that the core processes were comparable to those of the IMPS strategic partner UP AIS. In one instance benchmarking was done wider than just against UP AIS. As a result, IMPS has been involved in the initiation of a cataloguing benchmark project that should in the near future be rolled out nationally.

Challenges relating to effective structural capital are important but should be simple to address. Equipment functioning below the minimum network standard needs to be replaced, as a matter of urgency and applications running on the infrastructure should be investigated for full functionality. One example of increased functionality would be if the journal administration were transferred to the central library system and a second is to make full use of reports that one could generate from any of the available systems.

The running of trial access to products is a popular practice to ensure that the correct products are chosen when enhancing the research infrastructure. It is, however, necessary to manage the expectations that are created when products are made available. There is currently no follow-up evaluation to establish if trial users continue to make use of the products after subscription. A method of control should be built into the process. The lack of comparable statistics relating to the use of paper based products and services turns the attempts to provide proof of customer independence into speculation. A perception, that the information literacy level of research staff members needs to be addressed, has to be tested.

Within IMPS, it is also essential to test perceptions about the usefulness of its structural capital. The use of documents/items available to IMPS staff via the DMS or the Intranet should be monitored and

the paper and electronic filing systems should be integrated. It is still possible for staff members to control their own knowledge stocks. Knowledge about key suppliers is but one example. In a further effort to improve processes, it is necessary to review the choice in benchmark partners.

In terms of customer capital, it is possible to report that internal marketing has paid off. Research staff members are using the research infrastructure and subject specialists are more comfortable with the idea of allowing IMPS staff members to do all back office tasks. A comprehensive market survey was utilized to determine the strategy to follow for external marketing. As a result, marketing efforts are based on fact rather than on perceived needs. A challenge is, however, to address the perception that client opinions do not count when it comes to the weeding of stock.

In terms of financial capital, it is possible to report that income targets were met and that expenditure was kept within budget.

The challenges mentioned above will be addressed in the next review period as a number of priority actions have already been identified to do so. Notwithstanding the challenges, it was possible to also identify a number of good practices. The following were seen to be recommendable:

- Establishing staff perceptions about their own skills and competencies was a very useful exercise. It identified the need for objective tools to measure skill levels. It also provided a basis point from which to move forward.
- The review of staff satisfaction at regular intervals, using a variety of methodologies, paid dividends and should be continued.
- Using a variety of smaller satisfaction polls at regular intervals is a good way of ensuring that one is in constant touch with client satisfaction as well.
- The use of the staff newsletter as a communication and knowledge-sharing tool is recommendable.
- The relationship with a single reliable partner has worked well. The experience gained from the interactions will be invaluable in the fostering of relationships with further partners but also with other sections within UP AIS.
- Being able to focus attention on the evaluation of core processes only has ensured that the evaluations were done in such a way that the evaluation and improvement of subsequent processes would be a relatively easy task. A similar process could ensure that the core front line activities could also be evaluated and improved.
- Doing a validated market survey, focuses the attention. It allows for the development of appropriate marketing material and for targeting appropriate customers so that it becomes relatively easy to do the marketing of products and services.
- A comprehensive analysis of supplier products gives confidence in the selection of a specific product.

These practices will be carried forward to ensure success in the next review period.

Introduction

The Information Management and Procurement Services (IMPS) group was established within the larger CSIRIS in April 2001. This report is an attempt to reflect on the state of the intellectual capital within the group at present. It also provides an evaluation of perceived strengths, areas for improvement and priority actions for what is believed to be the next phase of development.

Mission

The CSIRIS mission statement is as follows:

- Manage the delivery of appropriate information
- Facilitate tacit knowledge connectivity by for example:
 - Leveraging the efforts of knowledge workers
 - Finding the best minds
 - Connecting to the networks of minds
- Preserve intellectual property

The first and the last points within this mission statement are seen as the core responsibility and the main purpose for maintaining the IMPS service.

IMPS Tasks

IMPS staff members are measured according to their ability to provide back office/support services (the back bone of library and information services). A brief reminder of all the activities IMPS is responsible for:

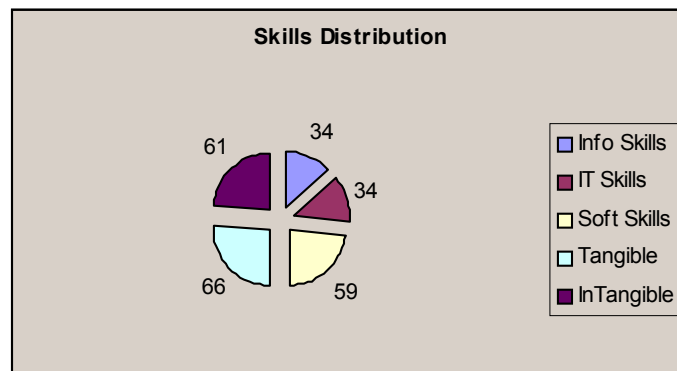
Complete List of Tasks		
Information Management	Information Procurement	M&BD
System maintenance •technical and content Stock maintenance •weeding and 'shelving' •issue desk •maintaining the reference collection Cataloguing and indexing •purchased and CSIR reports •journals •paper and electronic Intellectual property •database •collection	ILLS •national and international •internal and external Buying Stock •books •CD-Roms •journals - all formats •document delivery •databases	Marketing Communication, the creation of leaflets/newsletters for: •staff •clients Negotiation of supplier contracts •service level agreements •electronic journals Innovative web-based products General Procurement •IT equipment •L&IS equipment

The IMPS section provides more than just the transactional activities associated with traditional back office services. Tasks that could not be regarded as transactional are, for example, the tracing of documents with incomplete bibliographic references, marketing activities and the creative development of interfaces for web products. Suitably qualified and motivated staff members are seen as the prerequisite for effective as well as efficient service delivery. The identification and development of appropriate skills, to enable the quality of service expected from the group, has therefore taken priority during this reporting period.

1. **Development of appropriate skills and core competencies**

In total 127 task-related skills were identified within the IMPS group. These skills fall within three broad categories, namely information skills, information technology skills and a combination of soft skills. On the left of the graph in Figure 1 it is possible to see that 66 of the identified skills relate to the tangible value chain while 61 have reference to the intangible value chain. Appendix A provides a full list of all skills. From the analysis it was possible to establish that 59 or just less than 50 % of the required skills could be regarded as soft skills. Twenty seven percent (34) of the required skills relate to the ability to use information technology while a further 27 % (34) are pure information service skills.

Fig 1: Skills

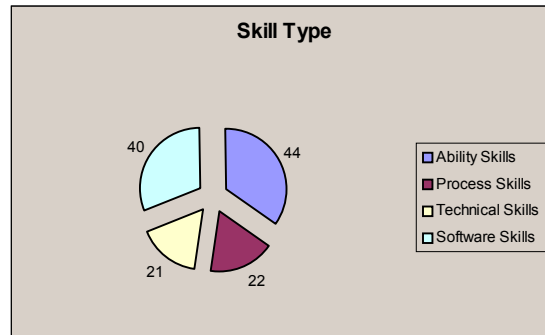


The skills are currently classified by an internal classification code. Four types of skills are identifiable:

- Ability skills are largely determined by the individual and reflect on the quality of the work performed.
- Process skills relate to the core of the job in hand and therefore each of these skills actually consists of a variety of other skills. Each individual would be required to have at least one process skill within his portfolio of skills.
- Technical skills, which requires that step-by-step instructions be followed.
- Software skills, which refer to the ability of an individual to use the software applications that are necessary to perform tasks.

Figure 2 below provides a breakdown of identified skills as classified above. Appendix B provides the detail of an initial attempt to re-group these skills so that it is possible to identify the core skills required for the sustainability of IMPS.

Fig 2: Skills by type



Skills levels do vary and, as a result, three categories of skills were identified, namely beginner, experienced and mentor. As a benchmark exercise, staff members were asked to identify their skills and to classify the level at which the skill is being practised. In evaluating the result of the activity, it was established that staff members need an objective means to test perceptions of ability and reality. That aspect should be addressed in the next phase of development. It will also be necessary to benchmark skills levels with at least one partner organization.

A number of activities were implemented in an attempt to develop skills further. As indicated in Figure 3, six members of staff (29 %) are at present pursuing formal training. Five of these are enrolled for technikon training while the sixth is doing a university short course.

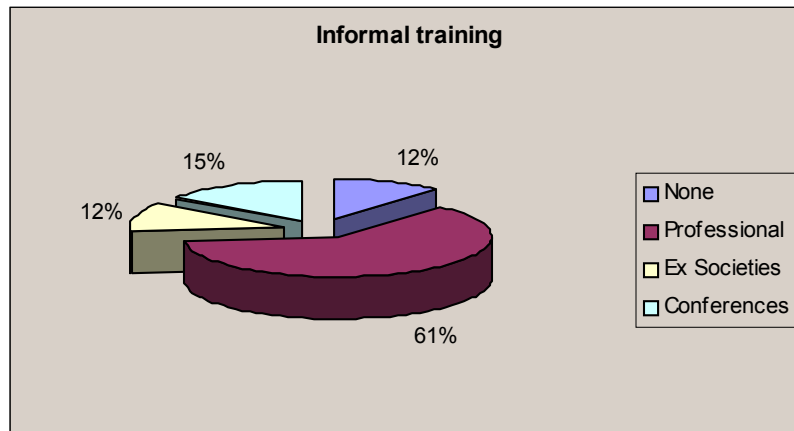
Fig 3: Formal training activities



Because of the nature of the work performed, it appears that informal training is perhaps of more value, especially in terms of building skills levels.

The graph in Figure 4 indicates that more than 60 % of the staff members received professional training. Professional training refers here to training that enhances the quality of the job in hand and includes items such as training to efficiently utilize the library and the Sabinet Online systems. Training from external societies includes secretarial and marketing training.

Fig 4: Informal training received



Four members of staff (15 %) attended conferences while three (12 %) did not receive any further training. All three these staff members do not perform tasks that relate to the IMPS core business. However, this is a weakness and relevant options should be investigated for them.

Evaluation

An approach to try to identify all required skills was perhaps painful but necessary. It is essential to now develop these skills. The skills development plan needs to be implemented as soon as is possible.

Strengths

Willing staff members and a supportive environment.
Availability of the skills required to perform IMPS tasks.

Areas for improvement

Staff members who do not perform core IMPS functions should also be accommodated in terms of their skill development.

Perhaps an obvious weakness, also in terms of the skills development plan, is that, although a large percentage of staff members are older than 50, there is no indication that provision has been made in terms of retirement life skills.

Another weakness is that, in terms of transfer of knowledge, only 'mentoring' is seen as a required skill. These last two aspects will need more attention in the next phase of implementation.

Priority actions

Develop an objective tool against which staff members can test their own skills levels.

Establish a reliable benchmark for IMPS skills levels.

1.1. Creation of competitive advantage

If the vision of being able to be a sustainable business with an ability to generate income is to be accomplished, it will be necessary to ensure that skills are competitive with those in the market. For the development of competitive advantage, these skills need to be benchmarked not only with those of similar functions in similar institutions but also with those of commercial suppliers. The skills also have to be measured against customer needs.

From the feedback received from clients, it was possible to identify that customers perceive IMPS to have a number of strengths to build on. These were for example:

- the relationship with customers;
- DocDel¹ & ILL expertise – especially in terms of international requests;
- experienced staff whom are dedicated to good service;
- the existing expertise and infrastructure to handle routine work and obtain information often under difficult circumstances, mostly totally undervalued and unappreciated for its worth; and
- network contact with library consortia.

The skills required to maintain and grow these strengths need to be prioritised for further development.

Evaluation

The approach to identify strengths as perceived by customers is a good one for the short term. It is however also necessary to set longer term goals and to develop the skills necessary to reach those goals.

Strengths

The document delivery section appears to already have the strengths necessary for the continuation of that service.

Areas for improvement

The identified strengths have not yet been prioritised neither tested for true value. Information management skills do not receive any priority attention and yet in terms of cataloguing expertise there is a real threat that expertise could be lost at any moment.

¹ DocDel: the CSIRIS document delivery service which is generating the bulk of the section's external income.

Priority actions

Test the validity of the identified document delivery strengths and develop skill levels.
Develop and implement a plan of action to minimise the risk within the information management section.

1.2. Development of professional learning, reputation and credibility

In terms of professional credibility and learning it is possible to report as follows:

- An IMPS staff member represents the CSIR on the science council library consortium management body.
- The chairperson of the South African Interest Group for Para-Professionals is employed within this group.
- One conference paper was accepted for presentation while a second has been submitted. No journal articles were submitted for publication.
- Information management staff members interact with colleagues at UP AIS as and when necessary.
- Staff members regularly participate in professional society meetings. Representatives attend the meetings of the South African Online Users Group, the Library and Information Association of South Africa, Special Library and Information Services group, the Inter-Library Loans User Group and a variety of meetings and discussion forums presented by the academic fraternity.
- The document procurement group is also in the process of establishing an objectively evaluated approved suppliers list, which could be of use to the library community.

Professional networks are well established for the inter-library loans and document delivery sections.

Evaluation

Although activities have taken place, too little has been done in terms of creating a competitive edge.

Strengths

A relatively strong and reliable professional network does exist.

Areas for improvement

The process of research, to develop professional skills, needs to be accelerated. Where research has been conducted, it is essential that the research be reported to the professional fraternity.

Priority actions

Include professional research in the skills development plan for all professional staff.

1.3. Good practice

Establishing staff perceptions about their own skills and competencies was a very useful exercise. It identified the need for objective tools to measure skill levels. It also provided a basis point from which to move forward.

2. **Management of human capital**

At the onset of the review period, the following objectives, for human capital development, were set:

- Staff members would understand the necessity of contributing more than just doing narrowly focused tasks.
- All staff members would have the necessary skills to use and contribute to the available infrastructure.
- Leadership skills would be developed.
- A fair and transparent measuring system, that could be utilized to measure personal progress and that could be implemented as a reward monitoring system, would be developed.

A number of actions were taken to reach the objectives. The most important of these were to:

- create an encouraging/pleasant work environment;
- capture lessons learnt;
- develop organizational memory;
- identify innovation projects;
- encourage recorded knowledge sharing and social interaction by means of a staff newsletter;
- get active participation at staff meetings;
- establish a human resources development plan;
- endeavour to benchmark skills; and
- establish a mentorship programme for potential managers.

The results gained from these actions will be discussed in more detail in section 2.1.

2.1. Pleasant work environment

The first action taken to improve the work environment was to decorate and re-organise the available office space. In reviewing the process, it was established that staff found the adaptation to open planned space difficult and in the case of the information management group, the space should have been sub-divided or utilized differently. The mix of staff members currently working together in that space

(professional cataloguers and para-professionals) causes unnecessary friction. Staff members felt that it was a positive factor that they were all required to move but thought that implementing such a large change needed more planning and dedicated staff to ensure that all logistics were taken care of. The team responsible for the move and renovations did however receive an overwhelming vote of confidence.

As a further attempt to ensure that the environment was constantly improved, a 'gripe and whine' session was included at monthly staff meetings. Staff members were then given the opportunity to express their dissatisfaction with any issue that is of concern to them. The rules for brainstorming were followed (for example that anything is discussable, no defending and no slandering behaviour is allowed). Issues that could be resolved immediately were dealt with. Managers took responsibility for issues that needed more attention. An analysis of these 'gripes and whines' resulted in the following conclusions:

- Initially issues needed management attention and had to be resolved outside the meeting. Currently most can be resolved and dealt with there and then.
- There is a considerable reduction in the number of items reported.
- The process has resulted in a number of improvement actions. The following serve only as examples: a guideline for issuing bound journal issues was created; assistants were appointed to ensure that the integration of stock was fast tracked; a Groupwise tips and tricks session was developed and presented to staff members; and the signage within the building was upgraded.
- However, an element of 'finger pointing' is starting to sneak into these sessions. This tendency will need to be monitored and managed or it will defeat the purpose of the sessions.

Opportunities to grow and to use one's skills and competencies effectively have a major impact on the perception of the work environment. In an attempt to distribute and develop appropriate human capacity, the demography of the workforce was evaluated and re-allocations were done in the following ways:

- Two Black males were moved from clerical to assistant positions. The previous incumbents were required to train them to an acceptable level of expertise. Both the staff members and the 'trainers' were required to indicate satisfaction with progress and the ability to work independently. Both made satisfactory progress and are able to work independently.
- A qualified librarian was appointed to make provision for professional skills in document procurement.
- A client liaison officer was appointed to provide a single point of entry for clients and a source of 'control' within IMPS.
- One of the senior managers was tasked with skills development and mentoring of junior staff. Through the re-allocation of her tasks, provision was made for the necessary time to do so.

In a further effort to ensure that available skills are utilized and that new skills are developed appropriately, a skills development plan has been established. This plan should form the basis for the next reporting phase. It is currently being reviewed so

that the skills levels can be benchmarked and required skills can be grouped for specific jobs.

Evaluation

It appears to have been the right approach to place all staff members in an equally disrupted environment for a short period during the formation stage of IMPS. It would however in future be better if such an action is logistically planned so that staff do not need to experience such disruption again.

Strengths

The work environment allows for the participation of all staff members in review processes. All staff members are prepared to contribute in order to improve the work environment.

Areas for improvement

A tendency to divert attention by blaming colleagues needs to be closely monitored.

Priority actions

Complete the skills development plan and put it into action.
Change the distribution of staff in the information management section.

2.2. Harnessing Social Diversity

There are currently 21 members of staff. In terms of the current age distribution, only six staff members are younger than 40 years of age. Of these six, only one is a Black professionally qualified person. In addition the two web developers – one a Black male the other a White female fall into the younger than 40 group as does the client liaison officer. Only one of the Information Procurement staff members is younger than 40. On the other hand, all cataloguers and all but one of the staff within Information Management fall into the 'older-than-51-years-of-age' category. From these statistics, it is clear that IMPS urgently needs to capture the knowledge this group of people have accumulated or an alternative option needs to be investigated. The Information Procurement group is slightly more balanced in terms of the age distribution. Figure 5 provides the current staff age distribution.

Fig 5: Age distribution

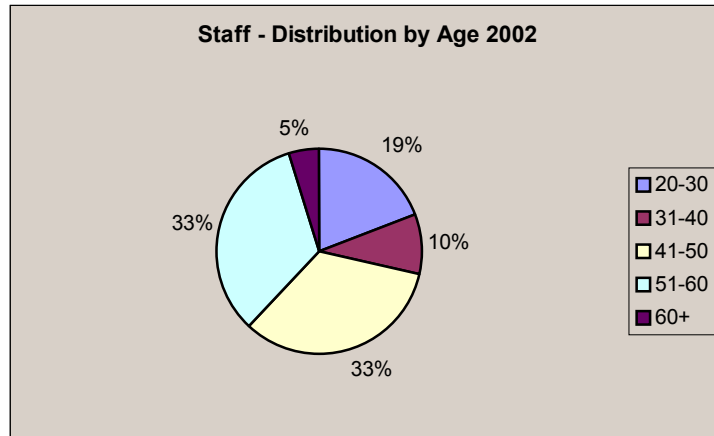
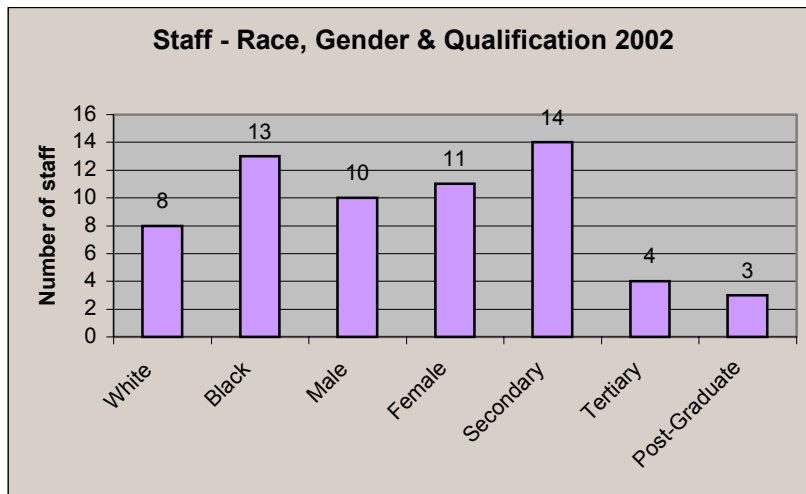


Figure 6 provides the staff distribution by race, gender and formal qualifications. From the graph, it can be determined that the group is predominantly Black but that the gender distribution is almost equal. What is of concern is that more than half of the staff members do not have tertiary training – which has become a pre-requisite for working within the knowledge economy. Those that do have further training mainly fall into the White female grouping.

Fig 6: Staff compilation by race, gender and formal qualifications



Evaluation

Although it is possible to identify diversity within the group there is very little proof that the diversity is being harnessed.

Strengths

At least 62 % of the staff members are younger than 50 years of age.

Areas for improvement

The imbalance in age distribution within the information management group needs to be addressed.

Priority actions

Develop a strategy to better harness the diversity within the group.

2.3. Appropriate resources and knowledge sharing

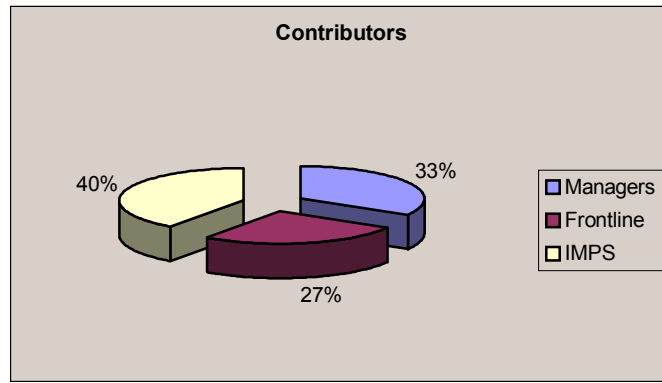
In terms of resources, it is possible to report that access to both the core systems (Sabinet Online and Millennium) is operated at optimum level. Training is available on tap should it be necessary. Personal computers currently all adhere to the minimum standard set by the CSIR Network Administrators. In terms of the equipment dedicated to specific tasks (for example for sending and receiving full text documents between libraries), it is necessary to report that one of the core computers does not adhere to the minimum standard and needs to be replaced. A second, although it currently adheres to the minimum set standard, is not sufficient for the job requirement. All other equipment adheres at least to the set minimum standard.

All staff members have access to the CSIR suite of software products. Not all of these are of use within the work environment. Efforts are made to encourage use for personal development. An example of 'encouraged use' is that core documents (such as a personal monitor in Excel) are deliberately placed only on the document management system and that it is mandatory for staff to access the documents there. Where necessary, training is provided to the group (a session on the basic features of Groupwise is one example) and staff members are 'rewarded' for training each other through a point allocation within the personal monitor.

The staff newsletter was evaluated to establish its usefulness as a communication tool. It was also evaluated in terms of its progress from social information to knowledge sharing tool. Only the contributions from IMPS staff are relevant to this report but, since all CSIRIS staff members use the newsletter, their contributions were measured in relation to those of the IMPS staff. The period reviewed is 23 April 2001 to 26 April 2002.

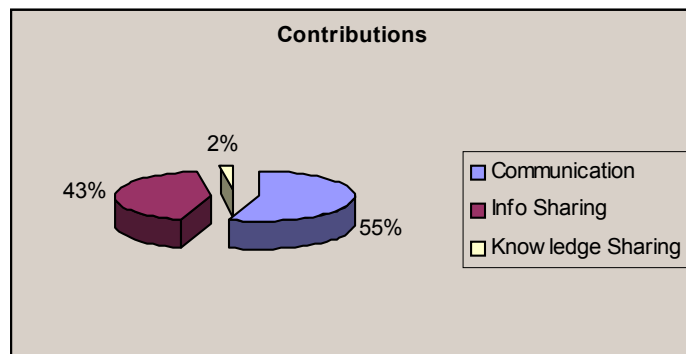
In total there were 496 items contributed to the newsletter over that period. IMPS staff contributed 198 or 40 % of these items. Figure 7 below provides the breakdown of contributors.

Fig 7: Contributors



Of concern is that there is, within the IMPS group, only a core group of contributors. Black staff members do not contribute to the newsletter as a rule. When they do contribute, these articles are of a fun or of a limited information sharing nature. They do not use the newsletter for either communication or knowledge sharing. Only eight items could be classified as knowledge sharing items. IMPS staff members contributed seven of the eight items. The first of these items gave a procedure to follow to save on international phone calls. The next week two more articles followed – one on how to save on national phone calls, the other on a process to ensure that copyright was not breached when doing press cuttings. Two weeks later, a further item on saving telephone costs followed - this time using the Internet to send messages to cell phones. Although it was interesting to see this 'nesting pattern', it was probably because staff members were expected to start paying for personal calls during that period. Three of the eight items described various software short cuts and the last item described the acceptable way to reference Internet sources. Figure 8 depicts the contributions graphically.

Fig 8: Contributions



The maximum number of items per issue was 18 while the least was four. What is of concern is that communication articles have dropped considerably since September 2001. The impact of the reduction in communication articles needs to be tested.

Evaluation

An approach to utilize a staff newsletter to encourage formal knowledge sharing is a good start but it is not sufficient. More needs to be done in terms of, for example, the establishment of communities of practice.

Strengths

A staff newsletter is in place and is being utilized.

Areas for improvement

Although sufficient resources are available, there is lack of evidence that systems are being optimally utilized.

Not enough is being done to share experience amongst each other and the staff members of the preferred partner – UP AIS.

Equipment not functioning at minimum network standard needs to be replaced as a matter of urgency.

Priority actions

Identify equipment that does not meet network specifications and develop a strategy to replace essential equipment.

If the newsletter is to serve its purpose as a communication and knowledge-sharing tool, steps need to be taken to increase knowledge sharing articles. It is also necessary to create an index for the newsletter, as it is currently very difficult to retrieve useful information. The balance between front line and IMPS contributions also need to be addressed.

Ensure that communication (especially from management) items are placed in CSIRIS on Friday - regularly.

It is recommended that the reasons why Black staff members are not contributing to the staff newsletter be investigated and that the labour union be approached for regular contributions. Such contributions may assist in transforming the newsletter into a useful tool for Black staff as well. If this is not feasible, an alternative method should be found.

2.4. Motivated and prepared workforce

Staff satisfaction was seen as providing the basis on which to evaluate the motivation and preparedness of the workforce. A first staff satisfaction survey was done informally, in November 2001, as part of a general staff meeting. At that time the following concerns were identified:

- The review period (April to November 2001) was perceived as being very unsettling as too many events took place simultaneously. A systematic rollout of events would have been preferable.
- There was a need for further training in the use of systems necessary to do the daily tasks.
- The journals circulated to researchers were causing delays in document delivery.
- The photocopy equipment needed to be maintained properly as it was causing a negative perception of the service as a whole.
- Staff members were against paying for personal phone calls.
- Full transparency was requested in terms of bonuses and awards.
- A system was needed that would ensure that staff members who returned from leave would be able to tap into happenings and changes.
- The issue desk was not functioning smoothly.
- The IMPS section is not marketing itself sufficiently.

Each one of these issues was addressed in the six-month period after the review.

At the same review session, the following positive aspects were listed:

- the staff newsletter was regarded as a big success;
- the use of the document management system was seen in a very positive light;
- management was seen to be fair and transparent in what they were doing;
- the back up for each other within the information management section was working well;
- the opportunity to attend professional conferences was appreciated;
- the 'new' offices were a vast improvement on what was used previously;
- the team spirit had grown tremendously; and
- 'new staff members' appreciated the attempts to make them feel welcome.

Early in 2002, the group review was followed by a series of smaller 'peer group' interviews. The results from the interviews confirmed the findings of the group review. All staff members indicated that they felt better about being at work than in previous years but the fact that too many things had changed in one year was stressed continuously. They were prepared to share the following suggestions for improvement:

- Steps need to be taken to ensure that researchers return inter-library loan items in time. It was suggested that the front line staff members assist in ensuring that the CSIR does not get black listed by suppliers.

- The early 'on site' delivery should be scheduled so that it is possible to add urgent items requested after 16:00 the previous afternoon.
- Researchers leaving the employ of the CSIR often leave without returning inter-library loans. The process needs to be addressed so that the inter-library loans department knows about the disengagement prior to the staff member leaving.
- It is necessary to create a system where both the positive and negative encounters with clients can be recorded.
- IMPS staff members need to educate researchers in terms of copyright. This is to ensure that researchers understand why it is not possible to supply them with all articles from a single journal number.
- There is a need for a collection of basic business letters and e-mail templates. These should be made available via the Intranet.
- It is necessary to hold skills development sessions on tips and tricks for all the standard applications in use.

Again – each one of these items was addressed. The front line group is assisting in addressing items such as the disengagement of research staff, skills development and copyright.

As a last measure of staff satisfaction, two focus group discussions were held in August 2002. Facilitators were chosen so that group members were given the opportunity to hold the conversation in the mother tongue of the majority of the group members. This resulted in a Black/White split. From the results of the focus group discussions, it was possible to deduce that motivation is not as high as it was during the previous six-month period. A number of perceptions surfaced that need to be addressed. The first group of perceptions relate to cultural differences. A second group of perceptions could be related to changes that are taking place within the CSIRIS management structure. These perceptions were seen to be of less importance, as they would be addressed when the management structure was finalised. Closely related to this is the perception that CSIRIS as a whole has changed direction and that staff members are not sure of the vision for the group anymore. These perceptions need to be tested again after management changes have been implemented.

From the results of the focus group discussions, it is clear that the use of the staff tearoom as a back-up meeting venue needs to be revised. There is, for example, a perception amongst Black staff that those members of staff not using the tearoom are monitoring them. Such an issue needs to be addressed.

In general, staff members felt that they should reserve judgement on the personal monitor. It was seen as a worthy cause but the items listed in the monitor need revision. Black staff members felt strongly that they are being disadvantaged by elements of the monitor.

In terms of the perceived value placed on the employee, Whites felt that they were valued but that there is disparity in salaries. They also felt that they needed to do too much in terms of standing in for absent staff members. In contrast Black staff

members felt that their skills were not being valued or optimally utilized. They also expressed a feeling that there is too little opportunity to practice newly acquired skills. The threat of retrenchment seems less troublesome than before. There is a definite need for recognition both as individuals as well as for the IMPS group.

With regard to commitment, it was established that staff members could not be regarded as passionate about what they were doing. It appears that many see what they were doing as a 'comfort zone' means to provide for themselves and their families.

Lastly, a request, to investigate the implementation of flexitime employment was put forward.

Evaluation

The variety and frequency of measuring staff satisfaction provided for feedback but it also allowed for constant contribution to the improvement of service. This approach should be continued.

Strengths

Staff members are contributing to the process of identifying weaknesses within the service. They are also assisting in finding solutions to these problems.

Areas for improvement

The Black/White perceptions have not been addressed to the extent that is required within a positive work environment.

Job commitment is not at an acceptable level.

Priority actions

Create a strategy to address issues raised during focus group discussions. The strategy should address:

- perceptions based on cultural differences; and
- the use of the staff tearoom.

Set in place an activity that will involve staff in the review of the personal monitor.

Investigate the ramifications of allowing flexitime employment.

2.5. Good Practice

Firstly, the review of staff satisfaction using a variety of methodologies appears to be paying dividends. Secondly, the use of the staff newsletter as a communication and knowledge-sharing tool is recommendable.

3. **Strategic management of structural capital**

The objectives set for the review period were the following:

- Integrated stock.
- Available equipment is effective and sufficient so that work could be done efficiently.
- The e-collection is built while the paper collection is maintained efficiently.
- The analysis capacity within the existing systems is developed to provide useful management information.
- The collection of statistics is automated as far as is possible.

3.1 Integrated stock

The physical integration of book stock is taking place and system records are being updated. In terms of general statistics, it is possible to report that for the period July 2001 to August 2002 the stock statistics are as follows:

CSIR Catalogue size:

Bibliographic records:	67 500
Item records:	85 500

Catalogue transactions:

New bibliographic records:	1 200
New item records:	1 465
Changed records:	about 15 000 (Primarily due to collection integration)
Updated records:	about 1 500 (Primarily journal holdings changes; also updated in SACat and WorldCat)
Deleted records:	about 7 500 (Weeded and lost items. Items were also deleted in SACat and WorldCat)

The complete integration of journal stock will probably be completed early in 2003.

Journals:

Journal check-in records:	700
Journal circulation:	240 routing lists and 1800 routing entries
Swets alerts:	110 titles (maintenance and distribution)

From the available statistics, it is clear that stock was not just being integrated but that the CSIR's holding records, in both the national and the international databases, were being updated.

Evaluation

The process of integrating stock has been a slow and tedious one. This was mostly because remote sites were not cataloguing to national standard. The process has ensured that national holdings are updated as integration takes place.

Strengths

Ability to adhere to national and international standards.

Areas for improvement

Clients have a need to be more closely involved with the weeding process.

Priority actions

Create a collection development policy that should include weeding principles.

3.2 Increase in customer value

The value received by the CSIRIS client is of vital importance. A number of activities to ensure value for money were undertaken. For example, an investigation to access the most appropriate e-journal platforms and databases to subscribe to, was completed. From the investigation, it was possible to establish the following:

- Only 26 % of the CSIR's journal subscriptions were available electronically.
- Between the products ScienceDirect and EbscoHost, 90 % of the CSIR's journal subscriptions, that were available electronically, would be covered. These two products would in addition also provide access to journals previously cancelled or never bought.
- By subscribing to e-products, it would also be possible to tap into functionality never previously available. Functionality here refers to being alerted when new publications became available and for selected dissemination of information – making use of push technology.
- Suppliers were willing to provide the CSIR with trial access to their products.

It was decided to schedule trial access to a number of products. During the review period, access was gained to the following e-products:

Product	Subscribed
ScienceDirect	Yes
EbscoHost	Yes
Web of Science	No
Ei Village	No
SA Legal	Yes
Factiva	No
Kompass	To be decided
SA E-Journals	To be decided
EezyDex	No

New products are also identified in collaboration with clients. For example, the *IEEE Journal platform* is currently under investigation.

Prior to making a decision on subscribing to an e-product, clients are polled for feedback on the usefulness and value of the product. In addition, products such as ScienceDirect and EbscoHost were evaluated against 16 selected criteria and correlated with a product such as SwetsnetNavigator, the contents page service provided by SwetsBlackwells, which gives access to full text journals. Once a decision has been made to acquire a product, contracts are reviewed by legal services to establish the risks and to evaluate the terms and conditions that the CSIR will need to adhere to. Both the identification and evaluation procedures and the process followed to reduce risk are regarded as value added services.

Evaluation

The process to identify and evaluate products is comprehensive. Taking the sums of money involved and the implications of signing multi-year contracts when subscribing to the products, the process should be continued.

Strengths

A wide variety of available products.
Knowledge about the evaluation of information products.

Areas for improvement

Managing expectations created when products are tested during the trial period.
There is currently no follow-up evaluation to establish if trial users continue to make use of the products after subscription. A method of control should be built into the process.

Priority actions

Benchmark the evaluation process with that of the strategic partner.
Establish a core group of trial product users.

3.3 Building the service

With regard to sharing and building upon the available knowledge within IMPS, it is possible to report that in addition to the standard CSIR documentation, the CSIRIS Intranet currently provides access to the following IMPS documents:

Type of document
Minutes & agendas
Policies
Procedures
Lessons learnt
FAQ for e-journals
An index to DMS documents – such as: Documentation templates Project proposals Project reports Pricing/tariff lists and handling fees, Guidelines (e.g. cancelling journals and borrowing bound journals) Skills development plan, Client feedback reports, Marketing pamphlets Marketing activity plan Statistics (marketing and web usage)

Most of these documents have not yet been reviewed and during the next reporting phase that will be an important issue to address.

Evaluation

The decision to make core documents only available via the document management system was a wise one. Staff have accepted and adopted the policy.

Strengths

The core documentation collection has been established but not enough effort has been placed on the development of the collection.

Areas for improvement

A regular review schedule needs to be established.
 Use of the available items is not being monitored.
 The paper filing system has not been integrated with the electronic system.

Priority actions

Review the available shared documentation.

Develop the collection of sharable documents by escalating the process down to the individual departments.

Create an electronic filing system/index that includes both paper and electronic documentation.

Make the index available via the web interface.

3.4 Operational excellence

Three core processes were targeted for improvement during this review period. The first of these was the requesting of inter-library loans. Because it was identified as a process that could become part of the workflow system, much of the preparatory work had been done prior to the establishment of the IMPS section. That means that the internal process was benchmarked against that of UP AIS. The result of this study indicated that because the workflow system would have had to link into a supplier system, which was not possible at the time, the technological solution to the problem was not feasible. A second technology issue that became an obstacle was that the IMPS section needed a link into the CSIR's financial system. Because of the initial finding: not to try and change the current financial system but to rather delay further investigation until the enterprise-wide system was upgraded, the whole ILL process was just streamlined in accordance with the outcome of the workflow investigation – using current technology. Although the process was improved re-engineering will only take place when it is feasible to migrate to a different system.

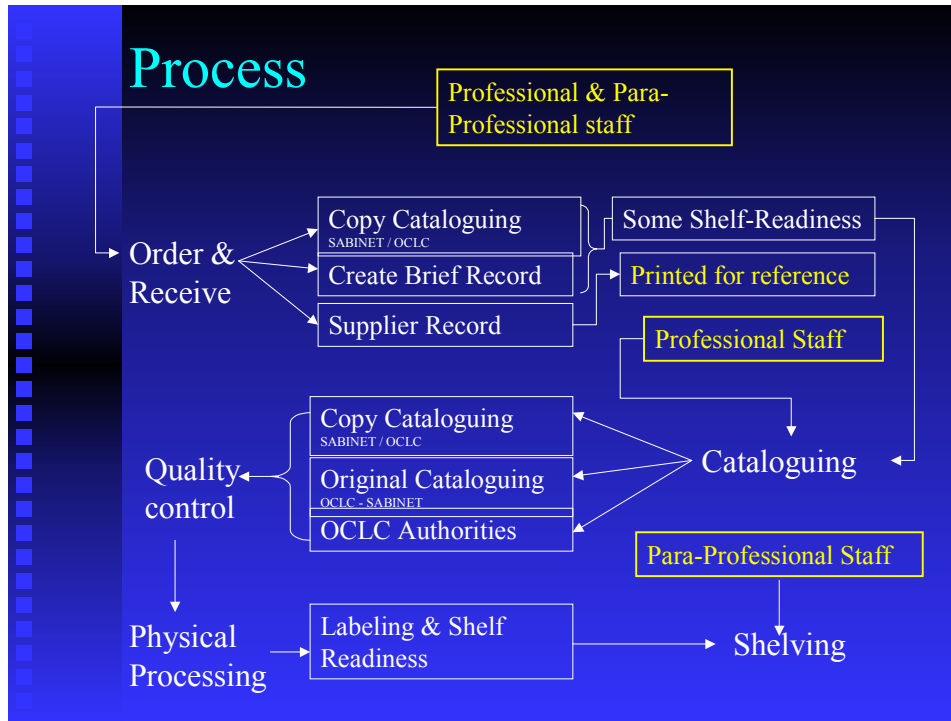
A second process that was reviewed and improved during this period was journal subscription administration. Because of the improved process, it was considerably easier for the front line staff to establish information (such as exchange rate influence and the availability of electronic versions) about the subscriptions they manage. A weakness in the current process is that all administration takes place outside the central library system. Problems occurred when the journal administration module was implemented. This needs to be addressed as soon as subscription renewals have been completed.

The third process is cataloguing. A cataloguing benchmark project came about because of the alignment of activities between the L&IS support functions of CSIRIS and UP AIS. Based on the experience gained by the UP AIS, eight institutions were identified as appropriate benchmark candidates.

From the study, it was possible to conclude that the actual cataloguing process is very similar at all institutions. The generic cataloguing process is displayed in Figure 9.

The most prominent dissimilarity between the CSIR's process and the generic model was that the CSIR uses only professional members of staff to complete the whole process. This is because the activity is mainly the responsibility of a single cataloguer.

Fig 9: Generic cataloguing process



A number of conclusions and recommendations came from the study. Only those that have relevance to this report are reflected below.

- With one exception, all institutions visited use the same process, system and tools. Minor deviations in process are noticeable but everyone follows all the crucial steps. At one of the institutions the cataloguing, acquisitions and journal administration functions are totally integrated.
- The acquisitions, cataloguing and journal administration functions at nine of the institutions depend upon each other to such an extent that the process cannot be changed in one section without affecting the others.
- The role that the national Sabinet Online system and the international OCLC/Pica system play in the cataloguing process needs to be re-evaluated. No process re-engineering is possible without Sabinet Online's participation because it plays a central role and largely determines the process followed. This process is not necessarily to the benefit of the stakeholders - who pay the cataloguer's salary.
- Sabinet Online should be asked to negotiate with OCLC/Pica and insist that supplier records are added to the OCLC database. These records become a wasted resource if this does not happen.
- It was not possible to statistically correlate cataloguer with cataloguer or even cataloguing department with cataloguing department. There were too many variables to be taken into consideration.

- None of the institutions was able to report that the financial record keeping facility within the library system (Millennium) was integrated with that of the larger institution. All felt that such a step would be a vast improvement.
- Unless an alternative process is followed, the South African information services sector as a whole is bound to be in serious trouble in a very short period of time due to the age distribution of cataloguers. The CSIR has the same problem and therefore needs to keep in touch with developments in this arena.
- The role and position of an 'original cataloguer' should perhaps be elevated to that of an expert in the field. Copy cataloguing should be done by para-professionals.
- The structure and size of a cataloguing department should be determined by the percentage of original cataloguing that is required. In this regard the CSIR needs to consider the implications for the longer term.
- The potential for shared, original cataloguing facilities should be explored.
- Far too much time is spent on quality control. Perhaps only fixed fields and access points should be checked. It is also ludicrous that a record downloaded from the national or the international supplier needs to be edited. Pressure should be placed on suppliers to solve quality problems.
- It appears that system administrators have varying skill levels. Establishing a user group for administrators who fall outside of the Gaelic consortium could only ensure better utilization of the system throughout the country.

From the benchmarking exercise, it is clear that the cataloguing function, as a whole, needs to be reviewed objectively, preferably at national level. Because this study was only conducted at a core group of institutions, it may be useful to use either an online focus group discussion or even a Delphi exercise to test the situation at other institutions. Such a review should not only address the applicability of the function but should also look at the role and the contributions that are made to national and international systems. In addition, because it was not the intent to do so at that stage, no concerted effort was made to consult literature to test if similar benchmark studies had been done internationally. To ensure that the benchmark serves as truly valuable input to a national investigation, such research should be done. Obviously IMPS should stay aware of the developments.

Evaluation

The strategy to target only core processes for evaluation and improvement, was correct. All have benefited from the lessons learnt. These lessons will assist in ensuring that the re-engineering of subsequent processes will be easier.

Strengths

The core IMPS processes are in line with those of its strategic partner. The benchmark process has been established and suitable benchmark partners have been identified. The IMPS section has been part of the initialisation of the investigation into the state of cataloguing in the country.

Areas for improvement

Journal administration has not yet been transferred to the library system. Similar departments at benchmark partners are considerably larger than that of the IMPS section. It is perhaps necessary to also benchmark with smaller and non-academic institutions.

Priority actions

Transfer journal administration to the central library system.
Identify strategic partners, similar in staff size and library budget, without jeopardizing the existing relationships with academic partners.

3.4 Increase in supplier reliability

Long-term relationships with suppliers of paper-based products have been developed over a considerable period. The document procurement group maintains records of contact persons. The reliability of the supplier is recorded. These records have not yet been placed in a central system. Suppliers of electronic products obviously do not yet have an established record of accomplishment but they are being monitored.

At least one of the suppliers was monitored using competitor intelligence techniques. This was done to establish the effort and return in doing such monitoring. The experiment was successful but time consuming. It will, however, be rolled out for core suppliers and UP AIS will be approached to assist in the gathering and analysis of intelligence.

Evaluation

This is an example of where an established paper-based process could be augmented with technology to create a valuable resource. The existing system is reliable and available but it needs to be transferred to a central system.

Strengths

Long-standing relationships with reliable suppliers are intact.
Information about e-product suppliers is readily available.

Areas for improvement

Knowledge about key suppliers is not available to share.

Priority actions

Transfer information about suppliers to an electronic format.
Benchmark the suppliers with those of the strategic partner.
Initialise a process to monitor key/core suppliers.

3.5 Strategic alliances and partnerships

The relationship between UP AIS and CSIRIS IMPS has a longer history than just this review period. The relationship is built on a shared desire to:

- improve processes;
- efficiently manage core processes; and to
- maintain cost effectiveness.

The relationship is now at a stage where it will be possible to do more than just compare processes and procedures.

A relationship with the other South African Science Councils will be cultivated during the next review period. An informal arrangement has been in place for a number of years but, due to the environment that all face, it could only be to the advantage of all institutions if the relationship was placed on a more formal footing.

Evaluation

An approach to initially choose only one strategic partner has been the correct one to follow. It has become necessary to investigate a strategic alliance with partners in the science council fraternity.

Strengths

A strong network, which includes key staff from both institutions.
A well developed but non-formal network with staff at the science councils.

Areas for improvement

The similarity in the demographics of staff members between UP AIS and IMPS does not allow for creativity and 'out-of-the-box' thinking.
There has been very little activity in allowing staff members to actually share the experience of working within each other's departments during this review period.
The partnership is an enigma to colleagues in the professional associations.

Priority actions

Develop the relationship with partners in the science council community.
Build the image of CSIRIS IMPS as a strategic partner within the profession by sharing joint knowledge where possible.
Identify further areas of collaboration between IMPS and any of its partners.
Actively exchange staff members between institutions for brief periods.

3.6 Harnessing ICT

The wider CSIR network is stable, reliable and secure. This has minimized the need for expert skills within IMPS. An asset register is available and maintained electronically. There is, however, a risk that equipment bought prior to the establishment of IMPS may cause problems within the next financial year. The risk has not yet been reviewed independently and needs to be done as a matter of urgency.

Capital investment was made in a digital sender, which has largely reduced the dependency on the photocopy equipment as well as increased the ability to supply documents electronically.

Evaluation

It would have been better if a full-scale investigation into the state of equipment had been done much earlier during the review period. It is now necessary to fast track the process and ensure that strategic investment is done at the correct level. It would also have been appropriate to evaluate the skill level of staff members utilizing the equipment.

Strengths

The CSIR infrastructure.

Areas for improvement

Lacking skills to utilize pieces of equipment to their full capacity.

Priority actions

Evaluate the basic understanding of the use of equipment and augment the understanding with a skills development exercise.
Complete an evaluation of the available equipment for strategic planning purposes.

3.7 Good practice

The relationship with a single reliable partner has worked well. The experience gained from the interactions will be invaluable in the fostering of relationships with further partners.

Being able to focus attention on the evaluation of core processes only has ensured that the evaluations were carried out in such a way that the evaluation and improvement of subsequent processes would be a relatively easy task.

4. Management of customer capital

Objectives set for customer capital development were the following:

- Establish an effective relationship with internal customers.
- Evaluate market research, to establish the extent and needs of the external market.
- Examine the needs of the external market.
- Utilize the results from the market survey to identify suitable products and services to sell to an appropriate market segment.

4.1 Customer satisfaction with products and quality

In general, client satisfaction appears to be improving. From the review of the staff newsletter, it was established that front line staff, in six instances, felt it appropriate to report their satisfaction with the service from IMPS staff. During the early part of the same period, however, four complaints about aspects of the service were also recorded. Three of the complaints related to the inter-library loans and document procurement section. The responsible staff members were involved in the corrective action. The inter-library loans group as a whole was tasked with establishing a preventive process. Since then, only one further complaint was received.

From a workshop for front line staff where, amongst other issues, the service level of the back office (IMPS) was discussed, it was possible to extract the following four items that need attention:

1. Clients were dissatisfied with the time delay between requesting copies of articles and receiving the copies. No factual evidence was provided.
2. The administration around capturing data relating to research reports is too cumbersome.
3. The disengagement process is too cumbersome and needs attention.
4. Books kept at the remote site in Modderfontein are not reflected in the catalogue.

The first and third issues were addressed directly after the workshop. The process of disengagement was streamlined so that only filtered information would reach the front line. In terms of time delays, it was not possible for the front line to provide evidence of delays and they agreed to monitor and report on the facts of the situation before any action would be taken. The capturing of research report data is complex and has not yet been resolved. It was agreed that a project to address the whole process would be established as soon as possible. The cataloguing of books on the remote site was initiated in the week after the meeting and is in process.

As a further exercise to test customer satisfaction, a Delphi investigation was completed where all 19 of the front line customers were polled for feedback. Seventy nine percent of these customers participated in the process. It was established that

the items customers felt most comfortable to leave in the hands of the IMPS staff members were the following:

- negotiating contracts for supplier products;
- the maintenance of the library system;
- the delivery of documents;
- marketing and communication; and
- the renewal of journal and other subscriptions.

The services and products that need to be expanded were identified to be:

- efficient service levels;
- the expertise in handling routine library work;
- innovative web-based products;
- document delivery; and
- contact with library consortia.

When asked to identify all the problems and weaknesses in the services, only 16 problem areas were identified. Upon rationalizing the list (putting items that were similar together), the list was reduced to nine items. During the last round, one further item was added to the list but this item has relevance to one strategic unit only and it was therefore not added to the list of priorities to address. The items that do need addressing, in priority order, are the following:

- the library system – both the slow speed and the interfaces;
- implementing a monitoring system for document orders;
- turn-around time on document orders;
- weeding of stock without consultation with clients;
- deleting the records to 'missing books' from the catalogue;
- communication between the front and back lines;
- updating the reference collection;
- gaining access to more journal material; and
- providing back up in the IMPS offices during lunch and tea breaks.

From the feedback received from clients, it was possible to identify a number of strengths, weaknesses and priority actions. The detail is provided below.

Evaluation

Within such a small group using a variety of methods to poll satisfaction is more satisfying than relying on a single method. It would in future be necessary to also include a methodology where individual feedback was directly polled.

Strengths

Front line clients appear to be comfortable with the process where staff members other than themselves, deliver back office services.

Areas for improvement

The intellectual property administration process is not functioning optimally. Clients need more insight into the information management process.

Priority actions

The inter-library loans/document delivery processes needs a full review, which is also to include a proper investigation into a recording system that is accessible to end users/clients.

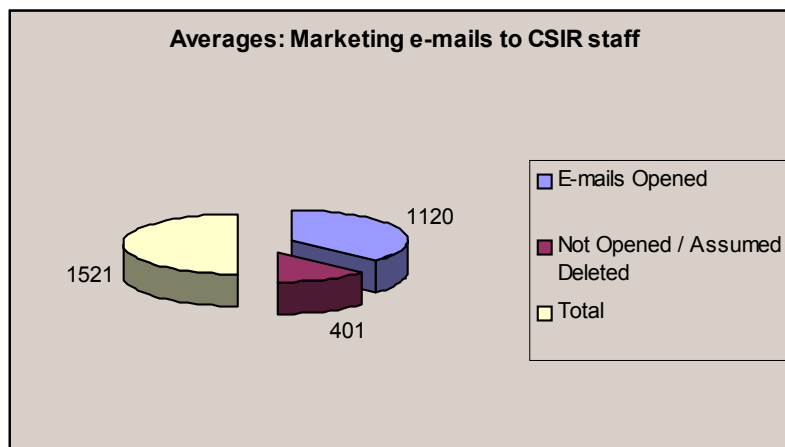
Re-engineer the process that relates to research report administration.

Initialise a process to evaluate client satisfaction for CSIRIS as a whole.

4.2 Customer relationship management

A portion of the work done within IMPS is done on behalf of the CSIRIS clients. One example is a weekly CSIRIS marketing e-mail sent to registered e-mail recipients throughout the CSIR. Although IMPS staff members are not always responsible for creating the content of the marketing e-mails, they are responsible for enforcing the planned schedule, the artistic content and the associated web publishing. From the statistics available, it was possible to establish that 21 messages were posted during the review period. On average 1 521 members of the CSIR staff (researchers) were targeted with each of the e-mail shots. Subjects covered ranged from the promotion of supplier products such as ScienceDirect to giving directions to use the library catalogue. In total 31 941 e-mails were linked to the 21 messages that were sent out and 23 519 of those e-mail messages were opened by the recipients. Figure 10 provides the detail graphically.

Fig 10: E-mail marketing



Because the average reach for the e-mail marketing campaign appears to be in the region of 74 %, which is much greater than was expected, this drive will be continued.

New staff induction sessions were started in January 2002. On average six members of research staff attend these sessions monthly. One of the remote sites was visited for a similar presentation. Satisfaction is monitored and feedback recorded after the sessions. Each session is followed by a short 'lessons learnt' event. Ideas to improve the session are implemented for the following session. Both the feedback and the lessons learnt actions are recorded and published to the Intranet site. New staff members are contacted on an ad hoc basis to enquire about their 'information' progress. Their names are also forwarded to the appropriate front line staff member for follow-up visits.

Evaluation

Customer relationship management has been initiated but lacks depth. The approach therefore needs to be expanded.

Strengths

The 'new staff induction' process is a good example of constant improving and learning from experience. This process needs to be implemented at other sections and for other processes as well.

Areas for improvement

There appears to be enough contact in establishing a relationship with the customers' customer but there is too little maintenance of the relationship as very little contact is maintained afterwards. The relationship with the front line is also not receiving the attention it needs.

Priority actions

Establish a procedure to ensure follow-up contact with new staff members.
Develop an action plan to build relationships with the front line staff.
Initiate actions in document procurement to maintain contact and build relationships with clients.

4.3 Customer retention and acquisition

The internal market is largely a captured one. The potential for generating income from an external market was investigated as an additional stream of income. From the results of the investigation, it appears that there is sufficient potential for business, to continue with the drive. The specific aspects to be included in such a potential service were established, as were the pricing limitations. It was determined that

- the CSIR's brand for information services is relatively well established;
- potential clients would prefer electronic delivery; and that
- potential clients do not see a supplying service for Gauteng situated in Pretoria, rather than Johannesburg, as a problem.

The target market was identified, all supporting documentation was developed and client visits have started. It is too early to evaluate customer acquisition. The process

will be monitored closely for successes and for lessons to be learnt from the actions taken.

Evaluation

Making use of external consultants to do a proper market survey was right. It has allowed for the identification of core products and services that should be marketed.

Strengths

Marketing efforts are based on fact rather than on perceived needs.

Areas for improvement

Too little progress is being made – mainly due to time constraints and a lack of confidence in the 'salesmen'.

Priority actions

Formulate a complete business plan for the external income drive. The plan should make provision for appropriate human resources.

4.4 Good practice

Using a variety of smaller satisfaction polls at regular intervals is a good way of ensuring that one is in constant touch with client satisfaction.

Doing a validated market survey, even for information services, focuses the attention. It allows for the development of appropriate marketing material and for targeting appropriate customers so that it becomes relatively easy to do the marketing of products and services.

5. **Management of financial capital - performance indicators**

Objectives set to ensure stakeholder satisfaction were the following:

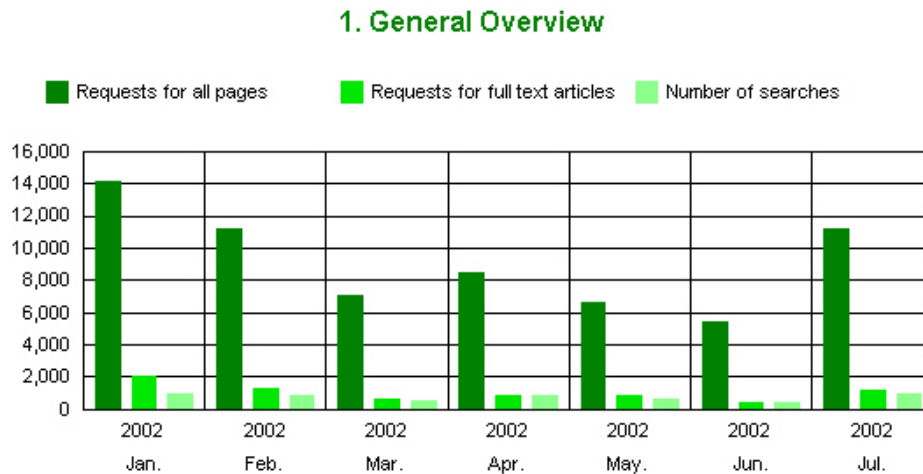
- Improved asset utilization.
- Practice efficient financial management by:
 - setting a budget that could tolerate investment in intellectual capital activities over and above normal running costs would be negotiated before implementing any activities;
 - setting realistic income targets;
 - negotiating a continuation budget to ensure the continued move to the development of an e-only information resource infrastructure;
 - establishing the infrastructure to market and generate external income; and
 - showing growth in external income at the end of the 2002/2003 financial years.

- Ensure reliable supply chain selection.

5.1 Decreased dependency and improved asset utilization

According to usage statistics from the suppliers, it is possible to report that the average number of pages viewed within ScienceDirect has been just less than 9 000 per month. Between 150 and 700 search sessions are taking place per month and as a result on average 1 000 full text articles are downloaded from the system. From that it is possible to deduce that the system is being utilized. The downward trend reflected in Figure 11 appears to have stopped and an upward trend is starting to emerge. However, the relative conservative usage of the product is of concern and the next six-month period should be utilized to again market the product extensively – especially because it is the intention to stop dual format subscriptions in the new financial year. The reasons for usage trends also need to be investigated.

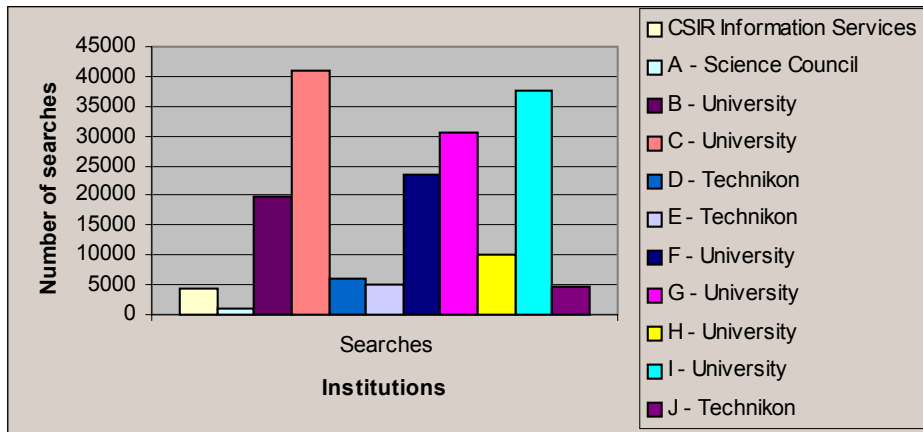
Fig: 11 Usage of ScienceDirect



EbscoHost:

All 10 databases available via EbscoHost are being accessed. For interest's sake, it was decided to use the same 10 institutions that were visited for the cataloguing benchmark exercise and to correlate their 'search' usage with that of the CSIR. Only one of the other Science Councils subscribe to the product and their information was also added. From the results, it appears that the CSIR's usage is comparable to that of the larger South African technikons (see institutions D, E and J on the graph in Figure 12 on the next page).

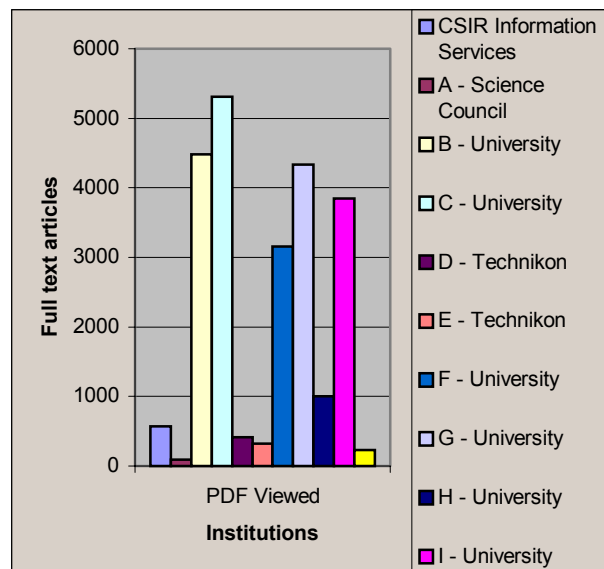
Fig 12: Correlation between searches done at benchmark institutions



Taking the total number of potential users into consideration, the search information could be regarded as very satisfactory.

Because a search does not necessarily indicate that the product was of use, the number of full text articles downloaded was seen as a more reliable indicator. Again using the same 10 institutions, a correlation on the number of downloaded items was done. The result of the correlation is depicted in Figure 13. From the graph one can deduce that the CSIR's return on investment is better than that of the technikons and the other Science Council.

Fig 13: Downloading full text articles



Just as is the case with ScienceDirect, this product still needs to be monitored for both its real return on investment as well as for the alignment with the organization's drive for e-business.

Evaluation

The approach followed is in line with the e-business strategy of the wider CSIR. User acceptance and actual usage still needs to be tested.

Strengths

The availability of statistics from suppliers.

Areas for improvement

The lack of comparable statistics relating to the use of paper based products and services. The perception of low information literacy levels of research staff has not yet been tested.

Priority actions

Initiate a process to reliably establish information literacy levels.
Develop a strategy that would ensure an increase in information literacy levels throughout the CSIR.

5.2 Improved cost effectiveness and efficient financial management

The IMPS section is largely responsible for the CSIRIS running budget. Financial performance is measured in terms of the ability to stay within the set budget. There is a drive to earn external income. That income is part of the set budget. An analysis of the balance sheet indicates that IMPS was run on a sound financial base. External income was marginally better than what was expected and internal income targets were met. Only 50 % of the budget negotiated for the improvements to the offices was necessary as it was established that the building rental contract could be renegotiated to include improvements to the site. The income generated from the payment of private phone calls was not substantial but the saving was. On average, the monthly phone bill reduced by more than R 2 000 after the introduction of that measure.

Internal income is earned by a monthly contribution from the various SUs. IMPS staff members complete timesheets to use as proof for time spent on work being done for these internal clients. An analysis of timesheet completion shows that with one exception all staff members are completing timesheets. It has also shown that, by comparing the current financial year to the previous one there is a considerable improvement in the number of timesheets completed as well as in the quality of the information captured. There are, however, serious doubts whether these timesheets serve the purpose they were intended to do. It is difficult to extract productivity data and there is little evidence that anyone, but the IMPS managers, is using the

information. One also needs a more objective measure of value added than measuring time.

Evaluation

The approach followed was the one prescribed for all support departments. The process of establishing timesheet categories is cumbersome and completing the timesheets is time consuming.

Strengths

Income targets were met and expenditure was kept within budget.

Areas for improvement

The methodology followed for timesheet capturing is time consuming.
The report functionality within the central system is not being utilized optimally.

Priority actions

Create a system to use report functions within the available system (PMS) more effectively.
Investigate alternative methods of recording time spent on projects so that less time needs to be spent on recording the action.

5.3 Reliable and effective supply chain selection

Currently journal subscriptions are as follows:

Item	Total	%
Paper only	392	69
Paper and electronic	153	27
Electronic only	3	1
Membership publications	16	3
Unique Titles	564	100

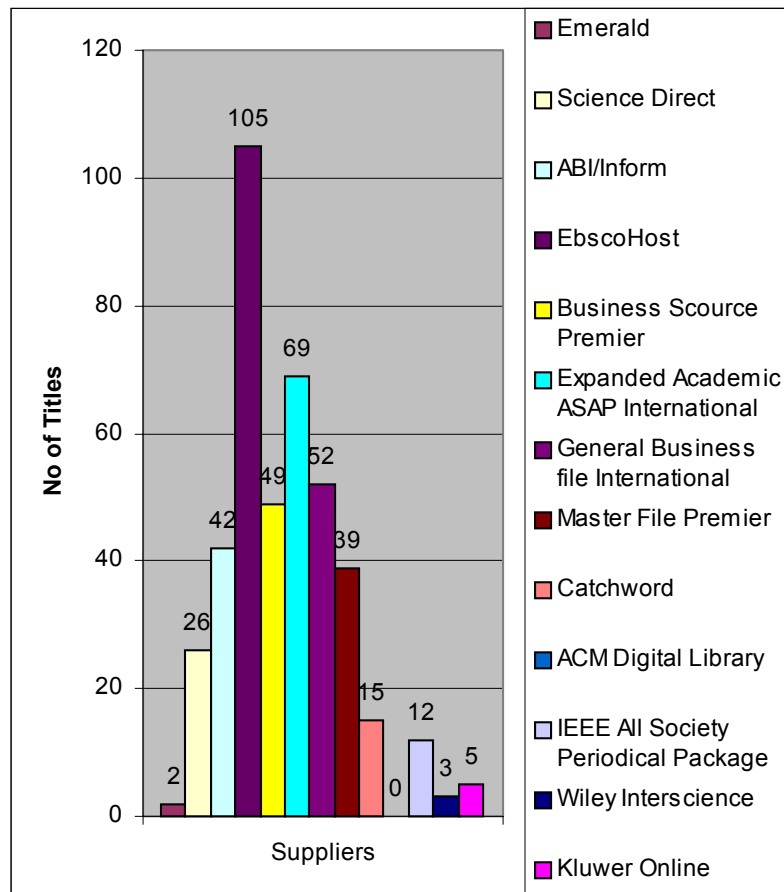
The majority of paper subscriptions are done via a single preferred supplier. The relationship with the subscription agent (supplier) has been stable and reliable for more than three years. Much of the effort during this review period was therefore spent on identifying suitable electronic full text suppliers. The suppliers reviewed are provided in Figure 14 on the next page. The process followed was to list all the titles supplied for each of the suppliers and to then correlate that with the journals the CSIR subscribed to. From that it was possible to establish that EbscoHost (which includes Business Source Premier, Expanded Academic ASAP International, Master File Premier and General Business File International) could supply electronic access to 68 % of the titles that the CSIR subscribed to and that were available electronically. The next supplier that provided access to CSIR subscriptions was ABI Inform but only seven

titles were unique - that is, not already in EbscoHost package. It was therefore decided that it would be a waste of valuable financial resources to also subscribe to the ABI product.

Because Elsevier's ScienceDirect provided both balance in the electronic collection (EbscoHost concentrates on management and computing science information) and because it was regarded as an excellent product in terms of functionality, it was selected as the second supplier. This was a good choice because, when given access to the ScienceDirect collection, 383 titles were accessed during the first month. The CSIR subscribed to only 32 of the titles accessed.

Both these products proved to be stable and reliable with virtually no downtime being recorded. Full text articles are of a very high quality and there appears to be continuous but incremental development in the products. There is no doubt that the scope of access has broadened at very little additional cost.

Fig 14: Electronic access to the CSIR's journal collections



Evaluation

Suppliers of traditional products and services have a traceable record of accomplishment and the approach has been to ensure that the record is up to date. The approach for the selection of e-suppliers was comprehensive. Currently, additional products are tested making use of trial sessions. During such a period, the functionality of the products and the support provided by the supplier are investigated.

Strengths

Availability of information about products and services.

Areas for improvement

Very little of the experience gained over the review period has been captured.

Priority actions

Capture the knowledge gained about the existing supply chains.
Formalize the process to select and ensure the reliability of electronic supply chains.

5.4 Good practice

A comprehensive analysis of supplier products gives confidence in the selection.

Appendix A

Complete list of skills and competencies identified within IMPS

Skill

- Ability - Analytical skills
- Ability - Assertiveness
- Ability - Building organizational culture
- Ability - Communication & people skills
- Ability - Coping with change
- Ability - Creativity
- Ability - Critical evaluation.
- Ability - Culture consciousness
- Ability - Decision making
- Ability - Distinguish between attempting to rectify errors internally and when to call for assistance
- Ability - Evaluation skills
- Ability - Facilitation skills
- Ability - Interpretation skills
- Ability - Interviewing
- Ability - Investigation skills
- Ability - Judgement – recognise needs in terms of space weeding repairs etc
- Ability - Knowledge of supplier efficiency
- Ability - Leadership
- Ability - Management
- Ability - Mentoring skills
- Ability - Needs identification
- Ability - Negotiation & bargaining skills
- Ability - Negotiation and persuasion skills
- Ability - Networking skills
- Ability - Overview (balcony vision)
- Ability - Persuasion
- Ability - Presentations skills
- Ability - Pro-active identification of future projects
- Ability - Product development
- Ability - Service development
- Ability - Strategy and vision formulation
- Ability - Team playing
- Ability - Technology efficiency
- Ability - Telephone etiquette
- Ability - Time management
- Ability - To be pro-active
- Ability - To do IT training
- Ability - To identify errors
- Ability - To make connections (connecting minds and information)
- Ability - Trend identification skills
- Ability - Understanding of information trends
- Ability - Understanding of management trends
- Ability - Understanding of organization's politics
- Ability - Understanding of technical trends
- Ability - Writing

Process - Accounting skills
Process - Book acquisitions
Process - Budget control skills
Process - Capturing lessons learnt
Process - Cataloguing
Process - Client relationship management
Process - Collection building
Process - Collection maintenance
Process - Compilation of policies and guidelines
Process - Deliveries
Process - Development of subject specific databases
Process - Document supply
Process – Human/Staff management
Process - ILL
Process - Indexing skills
Process - Information collection
Process - Information management
Process - Journal administration
Process - Knowledge management
Process - Marketing
Process - Secretarial duties
Process - Training skills
Software - Ariel
Software - CSIR DocDel
Software - CSIR PMS
Software - CSIR PMS administration
Software - ERUDITE
Software - III Millennium
Software - Inmagic
Software - Innopac
Software - MS Access
Software - MS Excel
Software - MS Power Point
Software - MS Word
Software - NT
Software - Prism
Software - Request
Software – Sabinet Online
Software - Web design software
Software - Web publishing
Software - Word Perfect
Technical - Ability to use labelling equipment
Technical - Building customized portals and extranets
Technical - Converting paper to electronic
Technical - Data capturing skills
Technical - Database creation maintenance and manipulation skills
Technical - Database design
Technical - Database development skills
Technical - Database maintenance
Technical - Database searching

- Technical - Dialog searching
- Technical - Driving
- Technical - Filing
- Technical - Financial administration
- Technical - ICT manipulation
- Technical - Identification and rectification of errors in copied records
- Technical - Identification and tracking of experts
- Technical - Internet searching
- Technical - Interpretation of currency fluctuation skills
- Technical - Issue desk
- Technical - Knowledge of international cataloguing standards
- Technical - Knowledge of pricing models
- Technical - Knowledge of the CSIR subject areas to include those as subject terms where appropriate
- Technical - Library system maintenance
- Technical - Maintaining information products
- Technical - Network administration
- Technical - Novell network administration
- Technical - Packaging of information retrieval from databases and internet
- Technical - PC technical fault identification & repair
- Technical - Record keeping
- Technical - Scanning (text/images)
- Technical - Selecting library systems
- Technical - Shelf reading skills
- Technical - Skills associated with maintaining a report collection
- Technical - Stock purchases
- Technical - Subject area knowledge
- Technical - Support of hardware items
- Technical - Systems administration
- Technical - Verifying records
- Technical - Web development & maintenance
- Technical - Web page design
- Technical - Web site administration

Appendix B

Taking skills and competencies one step further

The current internal classification of skills into ability, process, technical and software skills is not sufficient in terms of being forward looking. It was necessary to re-classify these skills in terms of their ability to develop human, structural, customer and financial capital. The list in Appendix A has therefore been restructured. In the section below 'Y' is an indication of the following:

T = Contributes to the IMPS **tangible** value chain

I = Contributes to the IMPS **intangible** value chain

C = Core Competency – it is necessary to keep on developing the skill level

Category	Skill	T	I	C
Human Capital Development				
Efficient Utilization of IT	Software – Ariel	Y		Y
	Software - CSIR DocDel	Y		Y
	Software - CSIR PMS	Y		Y
	Software - CSIR PMS administration		Y	
	Software - III Millennium	Y		Y
	Software – Inmagic		Y	
	Software – Innopac	Y		Y
	Software - MS Access		Y	
	Software - MS Excel		Y	Y
	Software - MS Power Point		Y	
	Software - MS Word		Y	Y
	Software – NT		Y	
	Software – Prism	Y		
	Software – Request	Y		Y
	Software – Sabinet Online	Y		Y
	Software - Web design software	Y		Y
	Software - Web publishing	Y		Y
	Technical - ICT manipulation		Y	Y
	Technical - Network administration		Y	
	Technical - Novell network administration		Y	
Technical - PC technical fault identification & repair		Y		
Technical - Support of hardware items		Y		
Technical - Systems administration		Y		
Training	Process - Training skills		Y	Y
Human resource development	Process – Human/Staff management	Y		Y

Structural Capital Development

System Maintenance	Process – Cataloguing	Y		Y
	Technical - Ability to use labelling equipment	Y		Y
	Technical - Data capturing skills	Y		Y
	Technical - Database creation maintenance and manipulation skills		Y	
	Technical - Database design		Y	
	Technical - Database development skills	Y		Y
	Technical - Database maintenance		Y	Y

Category	Skill	T	I	C
	Technical - Database searching		Y	
	Technical - Identification and rectification of errors in copied records	Y		Y
	Technical - Knowledge of international cataloguing standards	Y		Y
	Technical - Library system maintenance		Y	Y
	Technical - Selecting library systems		Y	Y
	Technical - Subject area knowledge		Y	Y
Stock Maintenance	Process - Collection building		Y	Y
	Process - Collection maintenance	Y		Y
	Process - Information collection		Y	Y
	Process - Information management	Y		Y
	Process - Journal administration	Y		Y
	Technical - Issue desk	Y		Y
	Technical - Record keeping		Y	Y
	Technical - Shelf reading skills	Y		Y
Maintaining Intellectual Property Output	Process - Indexing skills	Y		Y
	Technical - Knowledge of the CSIR subject areas to include those as subject terms where appropriate		Y	Y
	Technical - Skills associated with maintaining a report collection	Y		Y
Ills	Process - Document supply	Y		Y
	Process – ILL	Y		Y
	Technical - Verifying records		Y	Y
Buying stock	Process - Book acquisitions	Y		Y
	Technical - Stock purchases	Y		Y
Managing knowledge	Process - Capturing lessons learnt	Y		Y
	Process - Compilation of policies and guidelines	Y		Y
	Process - Knowledge management		Y	Y
Administration	Process - Secretarial duties	Y		Y
	Technical - Filing		Y	Y
Innovative / Packaged Products & Services	Process - Development of subject specific databases		Y	Y
	Technical - Building customized portals and extranets	Y		Y
	Technical - Converting paper to electronic	Y		Y
	Technical - Dialog searching		Y	
	Technical - Identification and tracking of experts		Y	Y
	Technical - Internet searching		Y	Y
	Technical - Maintaining information products		Y	Y
	Technical - Packaging of information retrieval from databases and internet		Y	Y
	Technical - Scanning (text/images)	Y		Y
	Technical - Web development & maintenance	Y		Y

Category	Skill	T	I	C
	Technical - Web page design		Y	Y
	Technical - Web site administration		Y	Y

Customer Capital Development

Marketing & Communication	Process - Marketing		Y	Y
Customer skills	Process - Client relationship management		Y	Y

Financial Capital Development

Financial Management	Process - Accounting skills	Y		Y
	Process - Budget control skills		Y	Y
	Technical - Financial administration	Y		Y
	Technical - Interpretation of currency fluctuation skills		Y	Y
	Technical - Knowledge of pricing models		Y	Y

Attachment 2

Simplified personal monitor

The runner who wins the marathon is one of many top athletes who have the stamina to overcome the ups-and-downs of the race. The entrepreneur holds up under pressure and actually likes pressure (usually self imposed). It's called persevering. Furthermore, the entrepreneur is not afraid to fail. Failure is a learning tool (Toftoy, 2002, p 44).

Personal Score Card²: May 2002

Contribution	Suggested Score	My Score
Human Contribution (For Myself)		
Attend a conference / seminar	+2	
<i>Present a paper at conference</i>	+10	
Practice / Share paper with staff members	+15	
Learn a new skill	+10	
Improve in skill category	+25	
Teach a colleague something work related	+10	
Apply what was taught to me	+10	
Not apply what was taught to me	- 10	
Share something you have learnt in 'CSIRIS on Friday'	+5	
Sub-Total HC		
Structural Contribution/Innovation (For IMPS)		
Share an idea to improve a process	+2	
Try out the idea	+5	
Prove that the process works better	+20	
Assist to make a process work better	+15	
Lead a task team	+2	
Participate in task team activities	+10	
Think of a new process / service / product	+2	
Talk to colleagues about the idea	+5	
Try out the idea / participate in an experiment	+10	
Know about & not use an improved process	- 20	
Write an article for 'CSIRIS on Friday'	+5	
Sub-Total SC		
Customer Contribution (For my customers)		
Receive a compliment	+5	
Receive negative feedback	-2	
Report the problem	2	
Do corrective action (Fix the mistake)	+5	
Ensure that mistake does not happen again	+15	
Identify a potential new customer	2	
Build your relationship with an existing customer	5	
Hand the personal monitor in on time	+5	

² **Note:** this score card came about as a result of a trial and error process to establish a personal monitoring system. It needs further development as both the items measured as well as the allocated scoring has not been finalized. This version, which has been transferred to an Excel spreadsheet, will be utilized for a period of six months after which staff members will adapt it to suite both their needs and those of management.

Contribution	Suggested Score	My Score
Sub-Total CC		
Financial Contribution (For CSIRIS)		
Each timesheet completed	+10	
Each timesheet not completed	-5	
Number of items completed (per 'x' number)	Max = 50	
Each personal phone call >10 min or > R5.00 not paid from pocket	-2	
Improvement in number of items done	+5	
Sub-Total FC		
Total		
Cheating	-400	

Attachment 3

Focus group discussions: outline, instructions to facilitators and results

Good conversations are the cradle of social knowledge in any organization. Through extended discussions, which can encompass personal flights of fancy as well as careful expositions of ideas, individual knowledge is turned into themes available for others. Each participant can explore new ideas and reflect on other people's viewpoints. And the mutual exchange of ideas, viewpoints, and beliefs that conversations entail allows for the first and most essential step of knowledge creation: sharing tacit knowledge within a microcommunity (Von Krogh, Ichijo and Nonaka, 2000, p 125).

Outline for use during staff satisfaction focus group discussion

The purpose of the discussion is not only to allow staff to express their own satisfaction with their jobs and the environment in which these jobs are performed but also to discuss that satisfaction while their peers are present. The following questions could be used to stimulate conversation:

1. Identify **general** issues that indicate **staff satisfaction**. Ask questions such as:
 - a. Are you having fun at work?
 - b. What does it feel like to come to work in the morning?
 - c. How are your skills, capabilities and talents utilized while you are working?
 - d. Are you learning?
 - e. How do you feel about the personal monitor?
 - f. What do you think about the way in which the tearoom is utilized?
 - g. Do you agree with the changes that have taken place within IMPS over the past year and a bit?
2. Test perceptions on the **value** placed on the **employee**. Possible questions:
 - a. What are you worth to IMPS?
 - b. Can IMPS go on without you?
 - c. Are you being milked?
 - d. Are managers and colleagues taking advantage of you?
3. Talk about **job security**. Possible questions to ask:
 - a. If you were an IMPS manager and you had to fill your current job on Monday - would you appoint someone just like you?
 - b. How much is IMPS worth to you?
 - c. What would you do if your job disappeared tomorrow?
 - d. Are you worried about your job?

Instructions to facilitators

1. The discussions are only scheduled for 60 minutes. You are welcome to allow the group to continue the discussion if you feel group members still have burning issues but keep your own time constraints in mind.
2. Please assign someone within the group to make notes of the points that the group feel need to be conveyed to management.
3. The guideline above is not cast in stone. It is also not necessary to cover all questions during the discussions. Remember the purpose is to discuss staff satisfaction and if they feel the need to discuss another relevant issue – let them do so.
4. Allow staff two working days to put forward additional comments to be added to the list and then please forward all comments to me by e-mail (no later than Tuesday (3 September 2002) morning at 10:00).
5. About the group discussion specifically:
 - a. Please conduct the discussions in the language preferred by the participants.
 - b. Spend two or three minutes explaining the purpose of the discussion.
 - c. If someone seems to have a novel or interesting point, spend a minute or two to establish if others agree.
 - d. Do not indicate your disapproval or support of what is said and encourage all to speak their minds.
 - e. It is possible to build on discussion by asking for clarification. However, do not contribute to the discussion – let the participants do the talking.
 - f. Some may try and dominate the discussions. Please take measures to ensure that the issue is addressed so that all can provide contributions.
 - g. Remember you are not interviewing the group. They need to discuss the issues and explore differences and similarities in opinion.

Please remember to stress the anonymity of all contributions – also those received by e-mail after the discussion.

IMPS Staff Satisfaction Focus Group Discussions: 30 August 2002

[Original format - document not edited]

Present: 6 Members of staff

Score rating: Value: 1 –10, where 10 implies very strong feelings

Facilitator: Madelein van Heerden

1. General issues indicative of staff satisfaction:

- Moeg, gedemotifeerd, menswaardigheid is aangetas omdat waarde van werk nie raakgesien word nie. (1 persoon, 10) Nie heeltemal so sterk nie (ditto, maar wel gedemotifeerd soms as "goal posts" so baie geskuif word)
- I like coming to work. I like the friends I have at work and would miss them if I stayed at home. (2 persone, 7)
- Apart from finding something to wear and arriving on time, it feels good to come to work! (2 persone, 7)
- Bestuur kommunikeer nie genoegsame redes terug vir weiering van bv. bywoning van konferensies nie. Terselfertyd word van personeel verwag om te groei in pos met vaardighede wat aangeleer moet word, maar hoe? (Groep stem saam, 6)
- Kommunikasie is goed in die groep maar individueel word dit afgeskeep. (4 persone, 6)
- `n Ma het altyd verdeelde lojaliteit tussen werk en huis (Groep, 6)
- Werk nie gefokus, te veel areas om aan aandag te gee (Scattered focus in your job) (3 persone, 7)
- "Job jars" moet geherewalueer word t.o.v. beide kwaliteit en kwantiteit van take. (Groep, 7)
- The daily delivery of newspapers is not good for CSIRIS's image as we are dependent on the suppliers and they are unreliable. The customers see it as our fault. It is also a pain to run! (1 persoon, 8) Do not agree. The suppliers are much more reliable than the staff responsible for the handling and delivering.
- Wit/swart kultuur verskille veroorsaak probleme:
 - Moeilik om werk toe te kom, voel nie deel van groep, voel die ander mense in haar groep skep `n negatiewe beeld. Om kulture te meng met vorige oefening het haar skade laat lei. Die ander groep mense het geen respek vir wit vroulike bestuurder. (1 persoon, 8)
 - Meeste van die swart personeel in IM is kans vatters – hulle kom weg met moord. Is daar nie `n kursus in professionaliteit nie? Boekie "Procedures for the new worker" – dalk vir almal gee. (3-4 persone, 7)
 - Hulle werk nooit tyd in of sit verlof in nie en het nie lojaliteit nie. Daar is 2 stelle waardes. (3 persone, 7)
 - Onrealistiese geleentheid word gegee vir swart personeel – gee vir hulle die pinkie en hulle is besig om die hand te gryp. (3 persone, 7)

- Would suggest the following: Definite procedures for reporting by a certain time to a certain person if not coming to work. Strictness concerning this: our black colleagues are very laid back about not pitching and sending a second hand message half way through the day. (2 persone, 8)
- Bestuur het onrealistiese verwagtinge t.o.v. personeel:
 - Bestuur moet eers personeel toerus met die nodige vaardighede vir take wat van hulle verwag word. (3 persone, 5) Maar personeel moet bereid wees om toegerus te word
 - Bestuur verwag te veel van personeel in te kort tyd. (2 persone, 8) Dalk is dit weereens kommunikasie kanale wat nie oopgenoeg is nie – die personeellid dink een ding word van haar verwag, terwyl bestuur eintlik 'n ander ding bedoel het. Die misverstand is te laat om op te klaar wanneer die deadline bereik moes gewees het. (1 persoon, 8)
- Onsekerheid waar CSIRIS hulle nou bevind:
 - Waar gaan ons heen? (Groep, 6)
 - Gaan ons geleentheid kry nou dat UP van baan is? Hoekom is UP ding daarmee heen? (Groep, 5)
 - Vereiste van eksterne inkomste van Rm 1,2 is 'n bron tot kommer. Waarom nou ewe skielik die druk op ons? Wat gaan gebeur as ons nie die doelwit bereik nie? (Groep, 8)
 - CSIRIS is nie regtig deel van Korporaat nie. Bv. ons het geen erkenning gekry by die jaarlikse "awards" seremonie nie. Hulle behandel ons ook nie soos kliënte nie en lewer nie goeie diens aan ons nie. (3 persone, 6)
- My job is quite challenging intellectually, except when the computer systems (Innopac, Sabicat, OCLC, Millennium, Telnet sessions) are not working properly (which seems to be about half the time these days). Then the frustration factor is very great. (1 persoon, 6)
- Yes, I feel that I am learning. Things are done differently every year and one has to learn how to do them well (1 persoon, 5)
- "Personal Monitor":
 - Personeel moet aan vereistes voldoen sonder dat die geleentheid (bv. tyd, opleiding) daar is. (3 persone, 5)
 - Gee jou geleentheid om objektief na jou eie "performance" te kyk. (2 persone, 5)
 - Moet ingestel wees om dit daagliks te doen. Die waarde raak verlore as jy dit nie elke dag invul nie (as nie elke dag tyd het nie) omdat jy vergeet van alles wat jy die vorige dag gedoen het. (2 persone, 5)
 - Voel hulle is nie kinders nie. (3 persone, 6)
 - Is hier om te werk – is tyd mors. (2 persone, 6)
 - Is teen verandering wanneer jy oor 50 is en voel "score card" is 'n "nuwe ding" en forseer nuwe manier van werk. Is gewoond aan jare se manier van dinge op selfde manier doen – gewoond aan comfort

zone en opstandig teen verandering. (2 persone, 5) Dit klink te negatief, en dit was nie die bedoeling nie. **Voorstel:** Persone oor 50 aanvaar veranderinge moeiliker as jonger kollegas. Meeste van die tyd is dit maar 'n verborge vrees dat hulle nie die mas sal opkom nie. Die scorecard is maar net nog 'n verandering, maar sodra die idée bemeester is, is dit tog nie so erg nie.

- Nie 'n 100% refleksie van wat jy doen nie. (1 persoon, 5)
- Is ons net proefkonlyne vir Martie se studie of gaan iets positiefs hieruit kom? (4 persone, 6)
- I take it seriously, but also with a little bit of a pinch of salt. I am not against it. I feel we can learn something from it. What it is that we will learn, it will be interesting to see. Time will tell. (A type of personal benchmarking) (1 persoon, 6)
- Teekamer:
 - Teekamer en binnehof lyk mooi. (Groep, 5)
 - Daar duik hiccups op wanneer teekamer gebruik word vir aanbiedinge en personeel kan nie by ketel/tee & koffie uitkom nie en Minah word ook nie daarvan gesê nie. Stuur asb. 'n email vooraf uit. (Groep, 5)
 - Sit nie in teekamer en tee drink nie, want het nie tyd nie. Maak tee & drink dit voor rekenaar terwyl werk. (1 persoon, 5)
 - I don't like the fact that so many meetings are held in the tearoom at 10 o'clock. After all, it is our recreational space! (1 persoon, 6)
 - Sit nie in teekamer nie omdat dit oorheers word deur swart personeel. (1 persoon, 6)
- Verandering in IMPS oor die afgelope jaar: Baie groot verbetering. (Groep, 8)

2. Perceived value placed on the employee:

- Kan IMPS sonder jou klaarkom?
 - Niemand is onmisbaar nie – WNNR het jou dit geleer. (1 persoon, 7)
 - Hulle gaan sukkel sonder ons, ons voeg baie waarde by. (3 persone, 8)
 - IMPS gaan sukkel om personeel wat aftree te vervang want "al kan enige iemand katalogiseer kan nie almal dieselfde waarde toevoeg as bv. Fia nie" (Groep, 7)
 - Ontvangs is nou puik – komplimente van kollegas
 - Groot verbetering noudat net Lana en Annette by ontvangs is. (5 persone, 7) Wat van Kgaugello? Hy doen alternatiewe weke diens. Lana is konstant Dinsdae en Donderdae
 - I feel that I have a niche to fill for IMPS, which at the present nobody else (other than Fia) can fill because they are not trained to do so. Fia can do my work, at a push, but it would be a strain. (1 persoon, 7)
- Are you being milked?
 - Nee, maar verskille in salarisse a.g.v. die divisie-geskiedenis veroorsaak probleme. (3 persone, 6)

- "Absenteeism" veroorsaak dat jy dikwels meer as jou deel moet doen. (3 persone, 6)
- Ja, soms. Dit het al gebeur dat my direkte bestuurders my vra om insette te lewer en dat hulle dan glad nie my naam noem in die verslag nie! (1 persoon, 6)

3. **Job security:**

- If you were an IMPS manager, would you appoint yourself?
 - Ja, maar sal ek weer die werk wil hê? "You might have job security but not job satisfaction". (2 mense, 6)
 - 2 people would be needed for my job, because I know all the shortcuts & I work fast. (4 persone, 7)
 - Yes. It has been said that if I were replaced it would have to be with a full-day person! (1 persoon, 7)
- How much is IMPS worth to you?
 - Feeling of "Back Office" is the less intelligent lot and Front Line are the clever lot. We never get recognition. (Groep, 7)
 - There is a certain "status" in working for the CSIR Information Services. We want to work here. (Groep, 6)
 - It is my comfort zone. (1 persoon, 6)
 - Neutral & frustrated – entire working life spend at CSIR & don't know what it feels like to work anywhere else. (1 persoon, 6) Dit is die persoon se eie skuld! Mens kan tog self veranderinge aan jou situasie doen!
 - **If management stays the same**, will not want to work anywhere else. (Groep, 6)
- Onsekerheid oor "retrenchments" het afgeneem. (Groep, 7)
- Onsekerheid rondom Roy se aftrede en hoe die bestuurspan gaan lyk veroorsaak spanning (Groep, 6)
- Dit sal vir my 'n groot probleem wees indien ek my werk sal verloor aangesien ek, op hierdie stadium, werklik die geld nodig het. (1 persoon, 7)

4. **General:**

- Voorstel vir flexi tyd. Reëling moet met bestuur getref word. Mense wat vroeg begin kan dan vroeër loop sonder om skeef aangekyk te word. Dalk kan personeel dan 'n middag af neem in 'n maand om persoonlike dinge te doen.
It will be difficult to implement because of the lack of integrity that some of our colleagues have! If some people always start at 7.00 and leave at 3.30, that is O.K. because people get to know that. The trouble starts when people chop and change.

Dankie vir die geleentheid wat ons gegun is om ons menings te lug.

Report on the focus group on job satisfaction

[Original format - document not edited]

Present: 10 Members of staff

Facilitator: Busi Mahlangu

Date: 30 August 2002

GENERAL ISSUES INDICATING JOB SATISFACTION

1. Are you having fun at work?

Six employees are having fun, three are not and one was neutral.

2. How does it feel to come to work in the morning?

Again six feels good, three feel very bad and one was neutral

3. How are your skills, capabilities and talents utilized while you are working?

Most feel that they are not given a chance to prove their capabilities and skills. They are being shift around, from one job to another without prior notice. They attend courses but they are not given a chance to utilise what they have acquired from the course. One agreed that her skills are utilized.

4. Are you learning?

All of them are learning except three who feel there's nothing to learn because the job they are doing is not what they want.

5. How do you feel about the personal monitor?

According to them, the personal monitor does not accommodate them. People who do not get a chance to attend conferences do not get points. Most of them get points in the first section only. The personal monitor should be restructured according to their job description or CANCELLED.

6. What do you think about the way the tearoom is utilised?

Most feel that booking the tearoom during teatime without notifying staff could be because the black employees are the one's using the tearoom and this is done intentionally to deprive them of the place to sit and socialise. They feel that the people who sit in their offices during tea breaks actually do that intentionally to check what time other staff return from the break.

7. *Do you agree with the changes that have taken place over the past year within IMPS?*

They are not satisfied. They said they are being “moved around like furnishers” without being notified in advance. However, there is an individual who feels that the changes within IMPS have opened doors of success. That person feels that it’s a great blessing to have a boss like you.

VALUE PLACED ON THE EMPLOYEE

1. *What are you worth to IMPS?*

They feel they are worthless because of what they get (salary). Most people complain about the workload but still get the same salary. They feel that when they do something, it is wrong and when their other colleagues do the same thing, nothing is said e.g like when they speak to one another, someone will say they are making noise but when that person is talking to his/her friend, it’s a job related-discussion.

2. *Can IMPS go on without you?*

Their answer was YES, some feel they are not of value because the management could just grab anyone within IMPS to do their job should they decide to go.

3. *Are you being milked?*

The salary they get, to some of them doesn’t compare at all to what they do. They work more than they are paid.

4. *Are managers and colleagues taking advantage of you?*

Yes, their managers are taking advantage of them; some feel they do not get the respect they deserve as adults. Some appreciates being here.

JOB SECURITY

1. *If you were an IMPS manager and had to fill your current job on Monday, would you appoint someone like you?*

Their answer was YES and NO. YES - because they feel they have skills that they are not given a chance to utilise. NO - because having someone always watching over what they are doing makes them feel they cannot be trusted and this makes them not to have confidence on themselves.

2. *How much is IMPS worth to you?*

To some of them IMPS is worthless. (Some are busy applying for better jobs). Some appreciate working here and feel IMPS is very important to them.

3. *What would you do if your job disappeared tomorrow?*

There will be nothing to do because the decision will already been taken. Although most of them will be miserable, some will be happy that they are finally out of this place.

4. *Are you worried about your job?*

What worries some of them about their jobs is that they do not have a stable job. They are being moved around without prior notice. Some do not worry about their job and enjoy it.

OTHER BURNING ISSUES

1.They are working under a lot of pressure because should they come late because they had to see a doctor in the morning or because of transport problems, hours are taken from them.

2. They feel that when someone approach a manager because that person have a problem with them, the manager should please call a meeting between the complainant and the "guilty party" and hear both sides of the story before taking a decision.

3. When evaluations are done, managers should consult with the people working close to the person being evaluated because in most cases, managers are not aware of the extra jobs the people are doing and their willingness to go that extra mile.

4. The employees request that these issues be taken seriously because otherwise there will be no need for them to attend the staff meetings anymore since it will mean a waste of their time.

Attachment 4

Delphi survey: instructions and results

The customer today can call the tune because he knows the score. In a knowledge economy, information is more valuable than ever, and generally speaking customers have more than they ever did (Stewart, 1997, p 151).

Delphi Exercise Round One

Customer Satisfaction Survey: IMPS services to internal clients

We need your assistance so that we can improve our services. For the purpose of the survey we'll be making use of the Delphi technique. The Delphi technique is an approach used to gain consensus amongst a panel of experts. This is normally achieved through a series of rounds where information is fed back to panel members using questionnaires. It has been used extensively within social science research. If you need to know more about the technique, an article available from <http://cru.cahe.wsu.edu/CEPublications/wrep0131/wrep0131.html> is quite useful.

The idea here is for you to answer five questions as individuals (to be completed by **26 August**). The answer sets will then be consolidated and a single document will be created on the DMS. At that stage you will be asked to vote for the items in order of priority. The process will continue until you all feel comfortable that your satisfaction with our service is conveyed accurately.

If you prefer that we, during the consolidation phase, reflect your name next to a suggestion, it will be done. Please provide us with an indication that it needs to be done.

A reminder: the things that IMPS staff members do:

Complete List of Tasks		
Information Management	Information Procurement	M&BD
System maintenance •technical and content Stock maintenance •weeding and 'shelving' •issue desk •maintaining the reference collection <i>Cataloguing and indexing</i> •purchased and CSIR reports •journals •paper and electronic Intellectual property •database •collection	ILLs •national and international •internal and external Buying Stock •books •CD-Roms •journals - all formats •document delivery •databases	Marketing Communication, the creation of leaflets/newsletters for: •staff •clients Negotiation of supplier contracts •service level agreements •electronic journals Innovative web-based products General Procurement •IT equipment •L&IS equipment

Delphi Questionnaire Round³ 1

What are the three things that you like most about having the IMPS service available?	
What are the three things that you dislike most about having the IMPS service available?	
What do you see as the most important issues that need to be resolved in terms of the IMPS services?	
What do you see as the strengths that IMPS need to build on?	
What should have been asked to test your satisfaction with the IMPS services, but was not?	

Would you like your name reflected against suggestions in the consolidated document? _____

Your Name (Optional) _____

Your assistance and collaboration is much appreciated!

³ The intention, in the first round, was to focus attention on the issues that were the most important in the minds of the participants and not to just gather as much information as was possible.

Results Delphi 1: Customer satisfaction – IMPS Services

[No editing has been done to this list. These are the actual statements cut and pasted from the respondents' feedback documents.]

<i>What are the three things that you like most about having the IMPS service available?</i>
Hasslefree document procurement Journal orders Journal circulation Cataloguing service Negotiations with suppliers from one central point Web-based products (journals and databases) now more readily available Time consuming "admin" work done from one point Someone else is doing ILLs, Cataloguing, Buying Stock Efficient and cost-effective sourcing of articles, conference proceedings, books, etc. Availability of "journal platforms" such as ScienceDirect, Ebsco and SwetsNet Navigator, which are end-user friendly. Creating portals (I think this is what is meant by "innovative web-based products") Reduces workload of frontline staff. Faster service to line staff envisaged – direct contact Negotiation with suppliers Getting requested articles easily Getting articles via email Friendly service Document procurement handled by DocDel Renewal of annual journal subs and ordering of new books IMPS managers have closer contact with SU managers Ordering Expertise Online access to products, i.e. Science Dir Collaboration-gives us as the whole CSIR more power to negotiate deals, like Science Direct Docdel-an excellent service that supplies information in a sufficient way. Keeping stock updated. It saves us time They could locate items that I could have problems to locate Experienced staff taking responsibility of time-consuming work involving orders. Taking responsibility for the maintenance of the systems. Their willingness to help whenever asked and doing a good job of it Intellectual Property Negotiation of supplier contracts Innovative web-based products Marketing Communication ILL Buying stock Negotiation of supplier contracts Cataloguing & Indexing ILL: National & International ILL: Internal & External Document delivery I am not a specialist in everything!! and this way, someone well qualified for the task does the job – eg. Cataloguing. Tasks that I am not familiar with take longer to complete, so this saves time. There is always a specialist to consult when you need advice Book & journal orders Document procurement via Docdel Science Direct, Ebsco

<p><i>What are the three things that you dislike most about having the IMPS service available?</i></p> <p>No automatic control over follow-up (journal claims, book orders, etc) Too much weeding done in the last year Ref. Collection not maintained (hardly exists) Too many meetings Frontline management should be actively involved with the selection, purchase and negotiation of supplier contracts, I.T. equipment, library and journal stocks (ES). I honestly can't think of any!! Staff that need more training to satisfy line staff needs. Inability to find requested documents at the correct source. Missing documents It's geographically too far away ToC article requests by clients. Pls send directly to clients – do not put all the articles in one envelope for SU librarian to sort and send to clients Slow speed and user unfriendliness of Millennium Requests for issued books – DocDel to pls contact person directly to whom the book is issued – do not refer request to SU librarian Not knowing how my order is proceeding Being a remote SU it means that some of the things they are suppose to do, I still have to do anyway.-Not their problem of course. Information doesn't get supplied fast enough. Can't always keep the user up to date, because you don't know what is going on. There is still a perception of "us and them" often resulting in a breakdown in communication - everybody is protecting their jobs and are afraid of perceived competition. There is an aura that you are trespassing on their "turf" and you are not welcome, shouldn't interfere and must keep your distance as a client. Existing systems, although functional, are cumbersome nor user friendly and must be improved as soon as possible. Under "Buying Stock":-Databases Millenium is very slow to work with and still deliver good service to clients. perhaps the weeding of stock without consulting the clients Following up is more time consuming because more people are involved. There is less opportunity to develop your own skills! No control over journal claims No reference collection to speak of Journals take too long to reach SU Weeding</p>
<p>What do you see as the most important issues that need to be resolved in terms of the IMPS services?</p> <p>There should be no backlog anywhere Regular follow-up of outstanding orders Journal claims IT equipment - esp. computer at issue desk Slow "millennium" As journal circ. etc. does not concern me, I have no problems (other people have!) The work-flow and tracking system of orders The tracking of the status of Docdel orders. The problem of IS acting as middlemen with doc orders. Competence to find required documents faster Courteous interaction with clients (I do not mean the reception desk) Why the envisaged close co-operation between UP and CSIRIS did not work out Turn-around time Diminishing journal collections Turnover time- when an item is ordered vs when it is supplied (this applies esp to ILL's and requests from stacks) Giving feedback to the client of the progress of the process- eg. Where did they request a specific reference so that the client have an idea of how long it is going to take Open and honest communication between IMPS and Frontline to discuss problems and find solutions, without</p>

<p>aggressive or defensive behaviour on either side. There remains a tension between frontline and IMPS and this needs to be addressed as a matter of urgency. It is essential that the two groups understand one another, existing problems, frustrations and stumbling blocks.</p> <p>Some of the personnel need to urgently attend a telephone manners course.</p> <p>Tea & lunchtime are there for all but staff must realize that it is the length of it is the same for all of us.</p> <p>There must be back-up people in the office to answer telephones during tea & lunch times.</p> <p>Millennium! - extremely unsatisfactory</p> <p>Telephone enquiries from Docdel - e-mail or fax please</p> <p>Missing books deleted from catalogue</p> <p>Maintaining a Reference Collection</p> <p>Being remote I am not aware of anything that affects me particularly, except that communication can sometimes be a problem and at times I am left out of the loop – I perform some of the IMPS functions here.</p> <p>Slow Millenium</p> <p>Turnover time – stack requests</p> <p>Update cataloque</p> <p>No back-up system in place</p> <p>Communication to discuss clients needs</p> <p>Feedback on ILL requests</p> <p>Telephone etiquette</p> <p>Better understanding between groups – IS staff often left in the dark</p>
<p>What do you see as the strengths that IMPS need to build on?</p> <p>DocDel & ILL– esp. International requests</p> <p>Contacts with other library consortia</p> <p>Efficient and friendly service.</p> <p>Experienced staff whom are dedicated to good service</p> <p>A good collection of documents – even if the greater part is old</p> <p>Ownership ; partnership</p> <p>More searchable desktop databases available to all (eg ScienceDirect)</p> <p>Electronic full text access to all journals the CSIR subscribes to</p> <p>Docdel, although it is already a good service!</p> <p>Their ability to satisfy their customers</p> <p>The existing expertise, infrastructure in handing routine work and obtaining information often within difficult situations, mostly totally undervalued and unappreciated for its worth</p> <p>Marketing of “Buying Stock” for external & internal clients. But: Have dedicated personnel that market & serve only internal clients – CSIR Personnel - and personnel that work only with external clients</p> <p>Service Level Agreements with SUs- do not overload Information Centre Staff with other issues/responsibilities</p> <p>Marketing</p> <p>ILLs</p> <p>Intellectual property</p> <p>Innovative web-based products</p> <p>Customer relationships</p> <p>Perhaps to keep up with developments in specialist areas and to communicate this to those who need to know about these developments.</p> <p>Fast service</p> <p>CSIRIS web-page</p>
<p>What should have been asked to test your satisfaction with the IMPS services, but was not?</p> <p>Friendliness of staff. (Client contact)</p> <p>To test a work-flow/ process study using business analysis methodology. I think that this should not only be conducted for IMPS</p> <p>Can't think of anything!</p> <p>Pls also test satisfaction of IMPS services with SU clients (eg article requests, ILLs, self help databases, etc)</p> <p>These books/journals/materials are in the process of being discarded, what are your inputs?</p> <p>Nothing</p> <p>How can communication and understanding between IMPS and Frontline be improved?</p> <p>Client care</p>

Number of participants: 15

Delphi - Round Two	Please indicate your reaction to the statement listed on the left
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	Agree	Disagree	Important	Not Important
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What are the things that you like most about having the IMPS service available?

Experienced staff taking responsibility of time-consuming work involving orders, cataloguing, ILLs, etc				
It saves us time				
Efficient and cost-effective sourcing of articles, conference proceedings, books, etc.				
Ordering Expertise				
They could locate items that I could have problems to locate (sourcing expertise)				
Getting requested articles easily				
Getting articles via email				
Renewal of annual journal subscriptions done centrally				
Negotiations with suppliers from one central point				
Collaboration-gives us as the whole CSIR more power to negotiate deals, like Science Direct				
Access to web-based products (journals and databases) now more readily available				
Keeping stock updated.				
Innovative web based products - (eg vortals)				
Faster service to research staff – direct contact				
IMPS managers have close contact with SU managers				
The willingness of staff members to help whenever asked and their doing a good job of it				
The responsibility for the safekeeping of intellectual property is managed centrally				
The responsibility for the maintenance of the systems is managed centrally				
Marketing and communication is done centrally				
Friendly service				

What are the things that you dislike most about having the IMPS service available?

Too much weeding done in the last year				
The weeding of stock without consulting our clients				
The Reference Collection which is not being maintained (hardly exists)				
Too many meetings				
Frontline management are not actively involved with the selection, purchase and negotiation of supplier contracts, I.T. equipment, library and journal stocks				

	Agree	Disagree	Important	Not Important
(ES).				
Staff do not have sufficient training in satisfying line staff needs.				
Inability to find requested documents at the correct source				
Missing documents				
It's geographically too far away				
ToC article requests from clients are not dealt with properly				
The slow speed and user unfriendliness of Millennium				
Requests for issued books from researchers are not routed to the researcher directly				
Not being able to monitor the progress with my orders				
Being a remote SU it means that some of the things they are suppose to do, I still have to do anyway.-Not their fault of course.				
Information doesn't get supplied fast enough.				
I can't always keep the user up to date, because I don't know what is going on.				
There is still a perception of "us and them" often resulting in a breakdown in communication				
There is an aura that you are trespassing on their "turf" and you are not welcome, shouldn't interfere and must keep your distance as a client.				
Existing systems, although functional, are cumbersome nor user friendly and must be improved as soon as possible				
Databases should not be bought centrally				

What do you see as the most important issues that need to be resolved in terms of the IMPS services?

IT equipment - especially the computer at issue desk				
Slow "Millennium" - extremely unsatisfactory				
The work-flow and tracking system of orders (progress and status of requests)				
The problem of Information Specialists acting as middlemen with document orders				
Competence to find required documents faster				
Courteous interaction with clients				
Why the envisaged close co-operation between UP and CSIRIS did not work out				
Diminishing journal collections				
Turnover time- when an item is ordered vs when it is supplied (this applies esp to ILL's and requests from stacks)				
Open and honest communication between IMPS and				

	Agree	Disagree	Important	Not Important
Frontline to discuss problems and find solutions, without aggressive or defensive behaviour on either side. There remains a tension between frontline and IMPS and this needs to be addressed as a matter of urgency. It is essential that the two groups understand one another, existing problems, frustrations and stumbling blocks.				
Some of the personnel need to urgently attend a telephone manners course				

Tea & lunchtimes are there for all but IMPS staff must realize that the duration of these is the same for all of us as well				
There must be back-up people in the office to answer telephones during tea & lunch times				
Telephone enquiries from Docdel should not be done (e-mail or fax requests please)				
Missing books to be deleted from the catalogue				
Maintaining a Reference Collection				

What do you see as the strengths that IMPS need to build on?

DocDel & ILL– especially the international requests (it is already a good service!)				
Contacts with library consortia				
Efficient and friendly service				
Experienced staff whom are dedicated to good service				
A good collection of documents – even if the greater part is old				
Ownership of their processes				
Partnership with their clients				
Ability to provide us with more searchable desktop databases (eg ScienceDirect)				
Electronic full text access to all the journals that the CSIR subscribes to				
Their ability to satisfy the needs of their customers				
The existing expertise, infrastructure in handling routine work and obtaining information often within difficult situations, mostly totally undervalued and unappreciated for its worth				
Ability to market to the external & internal clients .				
Have dedicated personnel that market & serve only internal clients				
Personnel that work only with external clients				
Service Level Agreements with SUs - do not overload Information Centre Staff with other issues/responsibilities				
Marketing expertise				
ILLs expertise				
Maintenance of intellectual property				

	Agree	Disagree	Important	Not Important
Innovative web-based products				
Customer relationships				
<i>New issues</i>				
The staff members are friendly				
It is not necessary to do a similar survey for the frontline				
A client satisfaction survey, relating to IMPS services, should be done amongst the researchers				
The books/journals/material that is being discarded is of no concern to me				
There are no communication issues between IMPS and the Frontline				

Delphi Round 2 – Results

The output of round two – where participants were asked to indicate whether they agree/disagree with a statement and whether the issue was important/not important - allowed for the calculation of a 'score' for each of the statements. The statements were then ranked according to that score. The higher the score the more important is the issue. There were two exceptions. Both aspects were mentioned within the *additional issues* section. Here the statements were negative and as a result, the low score needed to be converted to indicate the importance of these issues.

Delphi - Round Two					
	Agree	Disagree	Important	Not Important	Score ⁴
What are the things that you like most about having the IMPS service available?					
Collaboration-gives us as the whole CSIR more power to negotiate deals, like Science Direct	12	0	13	0	25
Renewal of annual journal subscriptions done centrally	11	0	12	0	23
Experienced staff taking responsibility of time-consuming work involving orders, cataloguing, ILLs, etc	11	0	12	0	23
Access to web-based products (journals and databases) now more readily available	11	0	12	0	23
Negotiations with suppliers from one central point	11	0	11	0	22
Efficient and cost-effective sourcing of articles, conference proceedings, books, etc.	12	1	11	0	22
It saves us time	12	0	9	0	21
They could locate items that I could have problems to locate (sourcing expertise)	11	1	10	1	19
The willingness of staff members to help whenever asked and their doing a good job of it	10	2	11	0	19
The responsibility for the maintenance of the systems is managed centrally	10	0	9	0	19
Ordering Expertise	9	0	10	2	17
Marketing and communication is done centrally	10	1	10	2	17
Getting requested articles easily	10	2	9	0	17
Friendly service	11	0	7	2	16
Getting articles via email	10	1	8	2	15
Keeping stock updated.	6	2	9	0	13
Innovative web based products - (eg vortals)	8	0	7	3	12
IMPS managers have close contact with SU managers	7	2	6	2	9
Faster service to research staff – direct contact	5	3	8	1	9
The responsibility for the safekeeping of intellectual property is managed centrally	4	5	6	2	3

⁴ The score was calculated as follows: positive indication = 1 point and negative = 0. Each item was scored. The negative score was subtracted from the positive to arrive at the total score. For example, 12 of the respondents indicated that the first statement was true and none indicated that it was not true. Thirteen indicated that the issue was important and none indicated that it was not. Therefore (12+13)-(0+0)=25.

What are the things that you dislike most about having the IMPS service available?					
The slow speed and user unfriendliness of Millennium	8	2	10	0	16
The Reference Collection which is not being maintained (hardly exists)	9	2	8	0	15
Not being able to monitor the progress with my orders	9	1	8	1	15
I can't always keep the user up to date, because I don't know what is going on.	9	1	8	1	15
Existing systems, although functional, are cumbersome nor user friendly and must be improved as soon as possible	8	1	8	0	15
Missing documents	9	1	7	1	14
Too much weeding done in the last year	7	2	7	0	12
The weeding of stock without consulting our clients	8	2	7	1	12
Information doesn't get supplied fast enough.	7	2	8	1	12
Staff do not have sufficient training in satisfying line staff needs.	5	4	7	0	8
Too many meetings	4	4	8	1	7
There is an aura that you are trespassing on their "turf" and you are not welcome, shouldn't interfere and must keep your distance as a client.	5	2	4	0	7
Requests for issued books from researchers are not routed to the researcher directly	6	4	5	2	5
Being a remote SU it means that some of the things they are suppose to do, I still have to do anyway.-Not their fault of course.	7	3	2	2	4
There is still a perception of "us and them" often resulting in a breakdown in communication	3	4	4	0	3
ToC article requests from clients are not dealt with properly	4	4	3	1	2
Inability to find requested documents at the correct source	3	6	4	0	1
Frontline management are not actively involved with the selection, purchase and negotiation of supplier contracts, I.T. equipment, library and journal stocks (ES).	5	4	2	3	0
Databases should not be bought centrally	2	8	6	1	-1
It's geographically too far away	4	6	2	4	-4
What do you see as the most important issues that need to be resolved in terms of the IMPS services?					
Missing books to be deleted from the catalogue	11	0	10	0	21
Slow "Millennium" - extremely unsatisfactory	11	1	9	0	19
Courteous interaction with clients	10	1	9	1	17
Maintaining a Reference Collection	9	2	9	0	16
Open and honest communication between IMPS and Frontline to discuss problems and find solutions, without aggressive or defensive behaviour on either side. There remains a tension between frontline and IMPS and this needs to be addressed as a matter of urgency. It is essential that the two groups understand one another, existing problems, frustrations and stumbling blocks	8	1	9	1	15
Diminishing journal collections	9	2	7	0	14
The work-flow and tracking system of orders (progress and status of requests)	8	2	8	1	13
Turnover time- when an item is ordered vs when it is supplied (this applies esp to ILL's and requests from stacks)	7	2	8	1	12
IT equipment - especially the computer at issue desk	6	3	7	0	10
There must be back-up people in the office to answer telephones during tea & lunch times	8	2	6	2	10
Tea & lunchtimes are there for all but IMPS staff must realize	6	1	4	0	9

that the duration of these is the same for all of us as well					
Telephone enquiries from Docdel should not be done (e-mail or fax requests please)	7	4	6	1	8
Competence to find required documents faster	6	4	7	2	7
Some of the personnel need to urgently attend a telephone manners course	6	3	6	2	7
Why the envisaged close co-operation between UP and CSIRIS did not work out	4	3	4	0	5
The problem of Information Specialists acting as middlemen with document orders	3	7	3	2	-3
What do you see as the strengths that IMPS need to build on?					
Customer relationships	12	0	11	0	23
DocDel & ILL– especially the international requests (it is already a good service!)	11	0	11	0	22
Efficient and friendly service	11	0	10	0	21
Ability to market to the external & internal clients .	11	0	10	0	21
Experienced staff whom are dedicated to good service	10	0	10	0	20
Ability to provide us with more searchable desktop databases (eg ScienceDirect)	10	0	10	0	20
Innovative web-based products	11	0	9	0	20
A good collection of documents – even if the greater part is old	11	0	8	0	19
Ownership of their processes	10	0	9	0	19
Their ability to satisfy the needs of their customers	11	0	8	0	19
The existing expertise, infrastructure in handing routine work and obtaining information often within difficult situations, mostly totally undervalued and unappreciated for its worth	11	0	8	0	19
ILLs expertise	10	0	9	0	19
Contacts with library consortia	11	0	7	0	18
Partnership with their clients	10	0	7	0	17
Maintenance of intellectual property	10	0	8	1	17
Electronic full text access to all the journals that the CSIR subscribes to	8	1	8	0	15
Marketing expertise	9	2	8	1	14
Have dedicated personnel that market & serve only internal clients	7	2	7	0	12
Service Level Agreements with SUs - do not overload Information Centre Staff with other issues/responsibilities	8	2	6	1	11
Personnel that work only with external clients	6	3	7	0	10
New issues					
A client satisfaction survey, relating to IMPS services, should be done amongst the researchers	7	2	6	0	11
The staff members are friendly	7	3	6	0	10
There are no communication issues between IMPS and the Frontline	5	5	6	1	5
It is not necessary to do a similar survey for the frontline	5	4	5	2	4
The books/journals/material that is being discarded is of no concern to me	2	9	8	0	1

Participants: 14

Delphi questionnaire - Round Three

Please indicate your reaction to the statement listed on the left. In the first instance – is the statement true? In the second instance provide the priority level – where 1 indicates low priority and 5 a very high priority.

	True/False	Priority: 1-5
The tasks that IMPS should definitely continue to do are the following:		
Negotiate contracts on behalf of CSIRIS - especially for electronic products		
Efficient and effective sourcing and delivery of documents		
Renewal of journals and other subscriptions		
Maintenance of the library system		
Marketing and communication		
Weaknesses that need to be addressed / Issues to be resolved		
Millennium - slow speed and the interfaces		
The reference collection		
The lack of a progress monitoring system - especially for document orders		
Weeding of stock without consultation with clients		
Turn-around time		
Catalogue maintenance - delete missing books		
Journal subscriptions - more journals are necessary		
Back-up in the offices - especially during lunch and tea times		
Communication between the front and back line		
Services/Products that need to be expanded		
DocDel		
Innovative web-based products		
The expertise in handling routine library work		
Contacts with library consortia		
Efficient service levels		
If you have any additional comments – add them here:		

Delphi Round 3: Results

Note: Only the 'True' statements were recorded. That is for example 13 out of 14 respondents indicated that the statement that IMPS should negotiate contracts on their behalf, is true. On average these respondents gave that same statement a very high (5) priority.

	True/False	Priority: 1-5 (Where 5 = high priority)
The tasks that IMPS should definitely continue to do are the following:		
Negotiate contracts on behalf of CSIRIS - especially for electronic products	13	5
Maintenance of the library system	13	5
Efficient and effective sourcing and delivery of documents	12	5
Marketing and communication	13	4
Renewal of journals and other subscriptions	11	4
<u>Weaknesses that need to be addressed/Issues to be resolved</u>		
Millennium - slow speed and the interfaces	13	4
The lack of a progress monitoring system - especially for document orders	11	4
Turn-around time	11	4
Weeding of stock without consultation with clients	13	4
Catalogue maintenance - delete missing books	12	4
Communication between the front and back line	12	4
The reference collection	12	4
Journal subscriptions - more journals are necessary	9	3
Back-up in the offices - especially during lunch and tea times	11	3
<u>Services/Products that need to be expanded</u>		
Efficient service levels	13	5
The expertise in handling routine library work	13	4
Innovative web-based products	11	4
DocDel	11	4
Contacts with library consortia	12	4
Additional comments:		

I remember only now that I originally mentioned the fast service as something that should be built on. I actually meant the 'sneldiens' and this was misinterpreted as meaning fast turnaround time. BOTH are important. (ER)
Efficient & speedy handling of electronic payments to CSIRIS/SUs (SR)

Participants: 14