Staff development for institutional success – a reality

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1908 - 2008

Weaving

- To make a fabric, on a loom, by interlacing threads or yarn

- To construct in the mind or imagination

- To work (details, incidents, etc) into a story, poem, etc

Weaving elements

Warp/ Staff – thread that is stretched vertically onto a loom before weaving.

It is stronger & more coarse

Withstands tight stretching

Provides core support for the finished piece

Gives body and form to the textile

Weft / Strategies – thread that runs horizontally

- May be one color; multi-coloured, creates patterns

Shuttle/ Funding – is attached to the warp thread

- runs back and forth through the warp

Loom / Framework – frame on which the warp and weft are set.

Fabric/ Institution – end product of the combination of the threads of the warp and the weft

The University of Pretoria was founded in 1908

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Nine Faculties + Business School
Spread over 6 campuses
2010: 40 800 undergraduate
students
2010: 12 700 postgraduate
students
4000: full time staff members

Extensive online and physical library service provided in 10 locations

Staff complement: 253
Book volumes: 1,5M
Paper journal volumes: 351K
E-journals: 63 035
E-books: 285 938
E-databases: 333
Annual visits: 2 570 138
Books loaned: 597 205
E-articles downloaded: 1 526 733
UPeTD downloads: 6 423 315
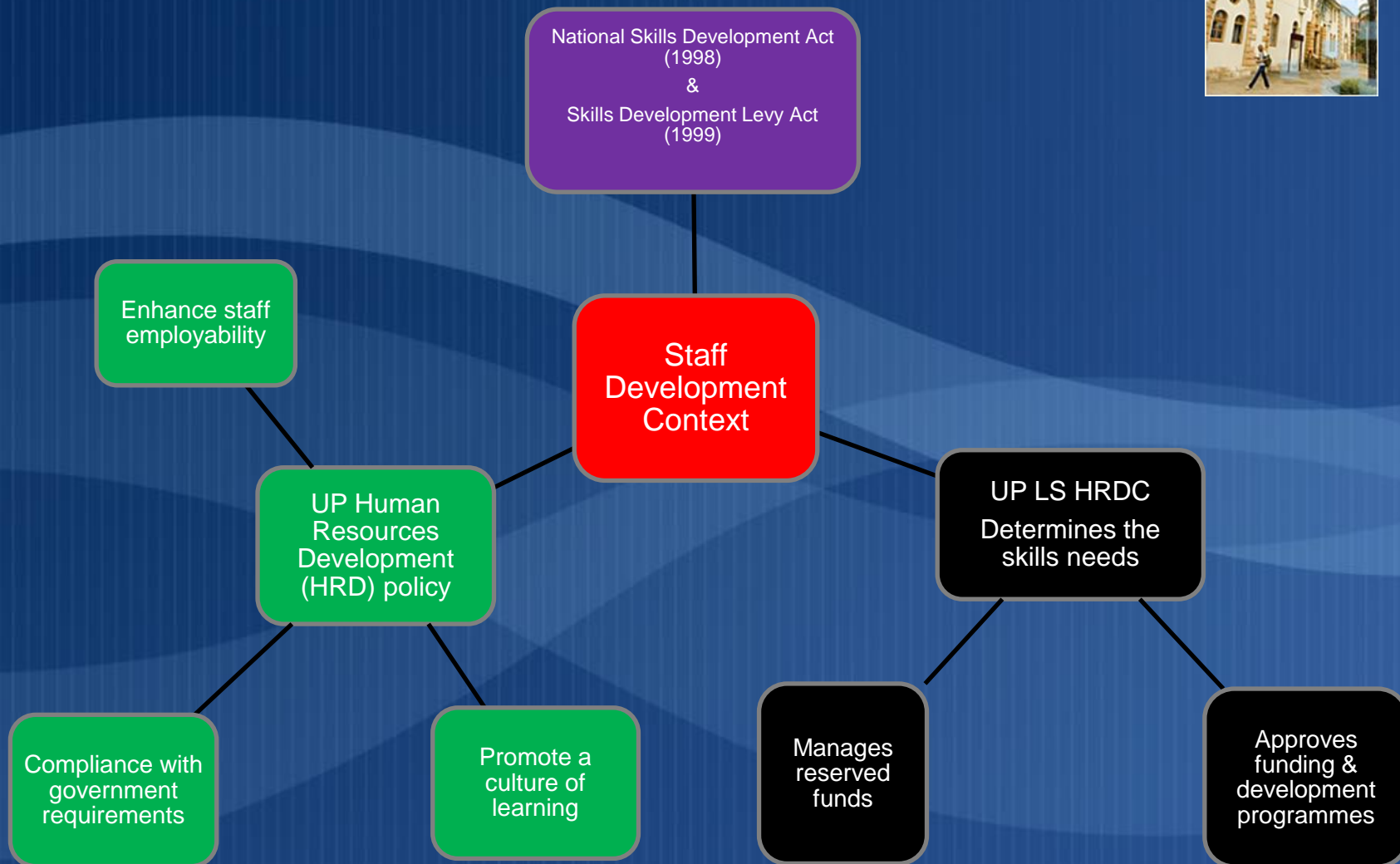UPSpace: 12 443 (258/3)
UPeTD: 6062 (162/1)

UP Library Service (UPLS)

Objective: Creating an e-Environment for Scholarship

e-Research · e-Learning · Library web · e-Resources · e-Information Strategy focus areas · Repositories · Open Scholarship · Mobile services · Web / Library 2 · Digitisation & Preservation

- Reputation for **strategic bravery**, **innovation** and **independent thinking**

- A leader in the arena of e-strategy

- Classified under research

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National Skills Development Act (1998)
&
Skills Development Levy Act (1999)

Staff Development Context

Enhance staff employability

UP Human Resources Development (HRD) policy

UP LS HRDC
Determines the skills needs

Compliance with government requirements

Promote a culture of learning

Manages reserved funds

Approves funding & development programmes

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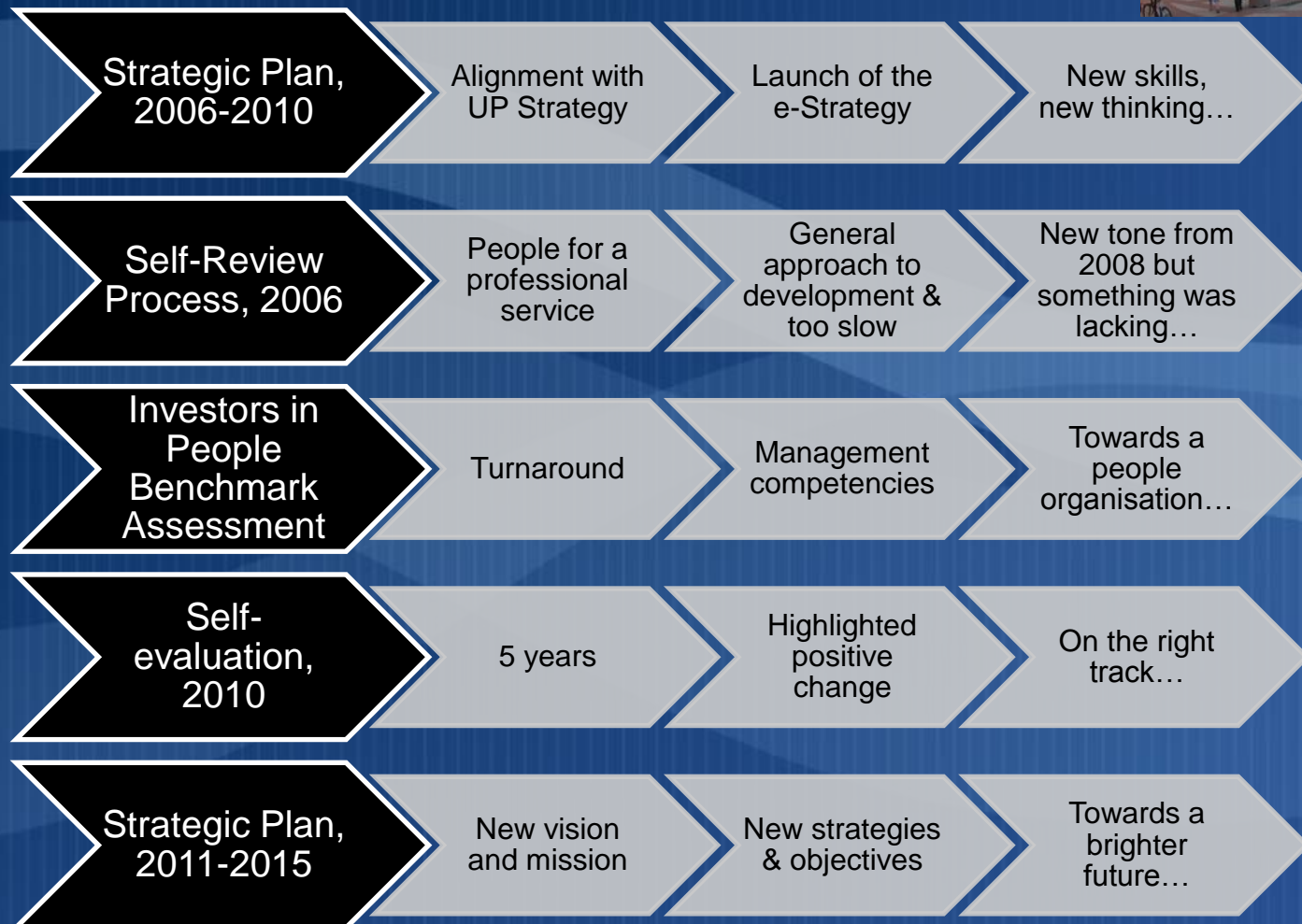
STAFF DEVELOPMENT - WHY?

The right people in the right position with the right skills will serve the institution optimally!

Mandate – "The Library is responsible for the management of academic information and knowledge, and for leading the University in information and knowledge innovation"

- Support the University to achieve its goal

- Be a strategic institution

- Participative leadership
  - One organisation, many leaders!

- Staff are the backbone
  - Acknowledgement of skills, expertise & contributions

- Success
  - Enabling environment
  - Explore, experiment & "have fun"
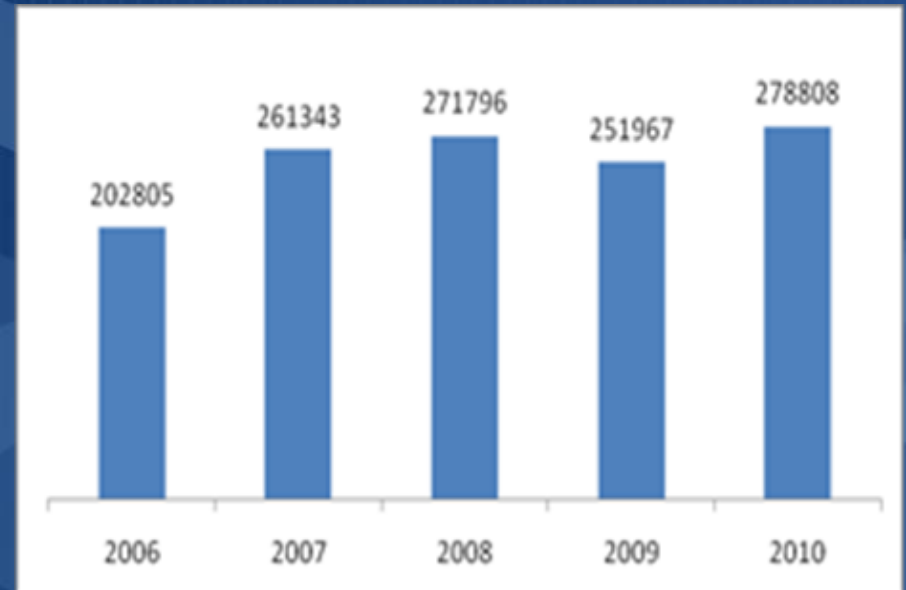
What informs this thinking?

Strategic Plan, 2006-2010	Alignment with UP Strategy	Launch of the e-Strategy	New skills, new thinking…
Self-Review Process, 2006	People for a professional service	General approach to development & too slow	New tone from 2008 but something was lacking…
Investors in People Benchmark Assessment	Turnaround	Management competencies	Towards a people organisation…
Self-evaluation, 2010	5 years	Highlighted positive change	On the right track…
Strategic Plan, 2011-2015	New vision and mission	New strategies & objectives	Towards a brighter future…

How is it realised?

Formal Training

Scarce skills/ specialisation

Professional visits

Performance Management System

UP Priority Courses

Conference – national and international

Donor funded training programmes

Seminars/ Symposia

Workshops (professional associations)

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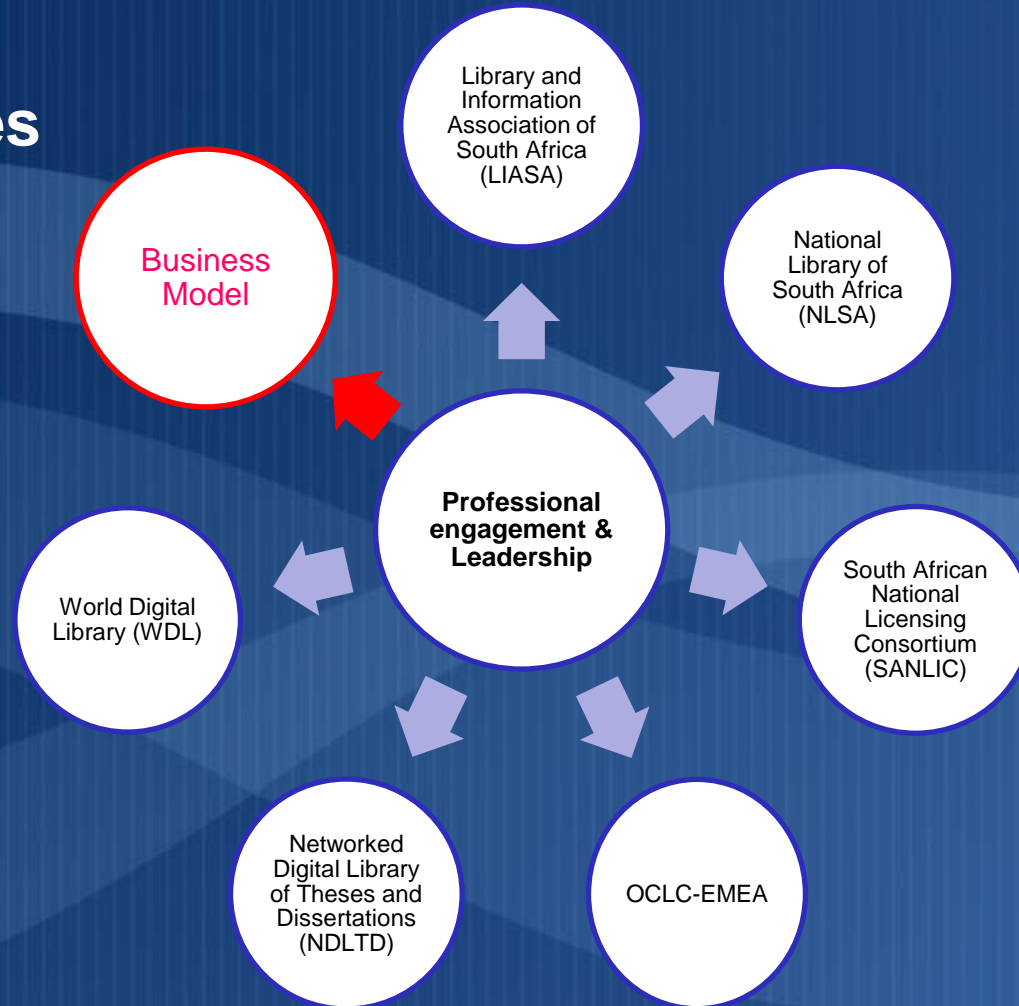YUNIBESITHI YA PRETORIA

Funding

- Skills Development Fund

- University - training budget + discretionary funds

- UP LS

- Donor funding

- US State Department

Professional engagement & leadership roles

Business Model

Library and Information Association of South Africa (LIASA)

National Library of South Africa (NLSA)

Professional engagement & Leadership

South African National Licensing Consortium (SANLIC)

World Digital Library (WDL)

Networked Digital Library of Theses and Dissertations (NDLTD)

OCLC-EMEA

IMPACT

HUGE!

- Staff - Professional expertise, professionalism & commitment, ownership

- Confidence of University Management; donors, LIS sector

- Reputation

- UP LS Management – seen & trusted

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"To manage is to control; to lead is to liberate."

Harrison Owen