Staff development for institutional success – a reality

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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
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)
• Reputation for **strategic bravery, innovation** and independent thinking

• A leader in the arena of e-strategy

• Classified under research
Staff Development Context


- UP LS HRDC determines the skills needs
- Manages reserved funds
- Approves funding & development programmes
- UP Human Resources Development (HRD) policy
- Promote a culture of learning
- Compliance with government requirements
- Enhance staff employability

UP LS HRDC

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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?

Performance Management System

- Formal Training
- Scarce skills/specialisation
- UP Priority Courses
- Donor funded training programmes
- Workshops (professional associations)
- Seminars/Symposia
- Conference – national and international
- Professional visits
Funding

• Skills Development Fund

• University - training budget + discretionary funds

• UP LS

• Donor funding

• US State Department
Professional engagement & leadership roles

- Library and Information Association of South Africa (LIASA)
- National Library of South Africa (NLSA)
- 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
"To manage is to control; to lead is to liberate."

Harrison Owen