Mr. Moropa sent out a call for nominations on the 25th August 2016 for committee members to serve on the Transformation Committee.

Members were nominated and a committee was established - November 2016

Terms of Reference - November 2016
Launch of DLSTC - 7 February 2017.
Institutional Transformation Committee Inaugural Meeting - 27 March 2017
Call for input on Transformational Indicators - 02 May 2017
Final Submission of DLS Transformation Indicators to UPTC - 31 May 2017

Marketing Plan
Budget
Reporting Template
UP Campaign Participation
Proposed Department of Library Services (DLS) Transformation Indicators. May 2017

<table>
<thead>
<tr>
<th>Capacity Building</th>
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<tbody>
<tr>
<td>• Skills transfer to build capacity</td>
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<tr>
<td>• Mentorship and training programs for skills transfer at all levels</td>
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<tr>
<td>• Skills development in-line with UP strategic priorities</td>
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<tr>
<td>• Equal access to opportunities for workshops and conference attendance across all levels</td>
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<td>• Transform performance and reward system (use the system to incentivize and include evaluation of line managers by employees)</td>
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<tr>
<td>• Consideration to be given to previous work experience and length of service when post is advertised internally</td>
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### Staff

- % contract support staff recurring for 12 months
- % of black staff at all levels to ensure equity
- % staff with disabilities at all levels
- Fair and equal application of policy for the retention of retired staff (academic and support)
- Improve visibility and access to policies
Capacity Building cont.

- Advertise posts internally before external advertising
- % of library staff participating in UP in-house staff development programs
- % of library staff pursuing formal studies at UP with qualifications not limited to library studies
- % of library staff pursuing formal studies at other higher education institutions receiving financial assistance from UP
- Policy for internal promotion (Access to policy and fair application of policy)

Staff Retention/Turnover

- % of permanent support staff at all levels leaving to take up employment elsewhere
- Reports on exit interviews: reasons given by permanent support staff for leaving and action plan for staff retention
- Review down grading of post level when vacancy arises, workload and possibility for upgrade of post after 3 years of service
- Transparency when post level is upgraded – Racial inequity a concern among black staff members
- Opportunities for shelf attendants to progress to higher positions
- Consider permanent staff for evening posts
- Clarity on Senior Information specialist positions (criteria to progress to SIS Level 8 to 7)
Relational issues and managing cultural diversity

- Re-purpose social spaces to allow integration of different race groups and provide multipurpose space
- Programs and workshops that create cultural awareness and integration
- Actively improve interpersonal relationships between Library executive, management and employees

Occupational Health and Safety

- Sensitivity toward staff health and wellness when using hazardous chemicals, painting and carpet cleaning.
- Improve working environment: air quality, ventilation, lighting, temperature, bathroom facilities etc.