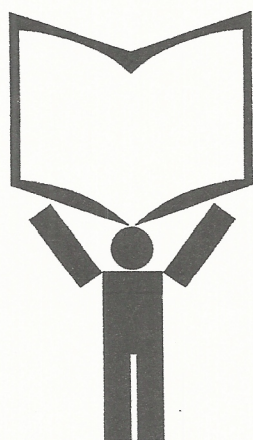
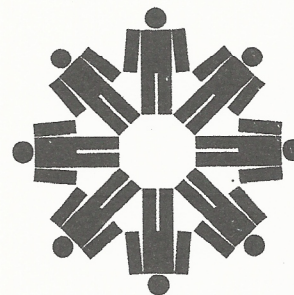


THE UNIVERSITY OF
ARIZONA®

Conference
Program
&
Session
Summaries



Living
the
Future:

Process
Improvement &
Organizational

Change

at
The University
of Arizona

Library

Tucson
May 1-4, 1996

What a Long Strange Trip It's Been: An overview of the evolution of the role and accomplishments of staff development and training at the UA Library, from the beginning of the restructuring to the present

The University of Arizona Library experience with organizational restructuring has been a truly unique experiment that has had a phenomenal impact on the way our Library staff think about and carry out their work. Staff Development and Training have played a key role in teaching staff new concepts and practices that have moved the Library toward a team-based organization. The purpose of this program is to review these roles and to discuss how they have helped to transform the Library culture, from the beginning of the restructuring process to the present. An overview of the kinds of training, programming and resources available to staff will be provided as will a discussion of a number of staff development issues that have arisen since the restructuring process began.

How the Library supports staff development:

The University of Arizona Library has in place a position entitled Assistant to the Dean for Staff Development, Recruitment and Diversity. The person in this position devotes half of his time to staff development and the other half to diversity and recruitment. He is supported by a half time administrative assistant. There also exists a staff development budget that is used for hiring trainers and consultants as well as for sending staff to local, regional and national training programs. The Assistant to the Dean for Staff Development, Recruitment and Diversity works with a group called the Staff Development Advisory Board. The group's charge is to engage in needs assessment, to share information and to communicate needs.

There also exists a position entitled Assistant Dean for Team Facilitation. The person in this position focuses on team development issues and facilitation.

Programming during the first two years

During the first two years of the restructuring, the Library worked closely with consultants to plan the kinds of training staff needed to begin the process of developing as a team based organization. Training was planned in a top down manner, with the Assistant to the Dean for Staff Development, Recruitment and Diversity and the Assistant Dean for Team Facilitation taking leading roles in the planning and implementation processes.

A variety of training programs were offered. These included an overview of teams and team leader roles, effective meetings training, communication skills training, and numerous other programs aimed at helping staff deal with change.

Within these first two years, we have learned that training alone does not constitute learning. It takes time to practice new skills. We also learned that just in time training is the most appropriate method for insuring that learning takes place.

The third year:

In the third year of the restructuring, training was integrated into annual plan projects. More staff were involved in identifying training needs and it was clear that learning new skills was an organizational priority.

However, we again bit off more than we could chew in that we had too many projects. We did not identify the "critical few". This made staff feel pressured to meet numerical "quotas" which in turn led to resistance on the part of the staff toward these projects. The kinds of training offered in the third year included diversity training, customer service training, training on total quality concepts, interpersonal communication training, and teambuilding.

The fourth year:

In the fourth year of the restructuring, there has been a shift in focus from training to learning. Annual project teams continue to address organizational needs, but there has been a decrease in the amount of "generic" training offered to the staff. Instead, trainers engage in "deep" needs assessment and work with individual teams to identify key areas of focus and concern. Progress is being made on the development of a performance review system that will be based on customer feedback and on the development of individual learning plans. Work is being done to identify what kinds of knowledge, skills and abilities will be needed for future work. A "learning center" and accompanying curriculum for learning these new skills is in the planning stages.

1:30-2:20 p.m.

Plenary Session

Title: Human Resources Issues and Systems in an Environment of Continuous Change

Program Description: This overview session will focus on the systems and programs that were developed and available to assist staff in meeting organization and individual challenges. Our experiences with human dynamics aspects of organizational change will provide session attendees with honest and real assessments of how we support Librarians and Classified Staff.

Presenters: Liz Bezanson, Work Team Leader, Bibliographic Access Team; Jeanne Voyles, Materials Access Team Leader

Location: Student Union, Senior Ballroom

2:20-2:45 p.m.

Break

2:45-3:20 p.m.

Concurrent Sessions

A. Title: What A Long Strange Trip It's Been: An Overview of the Evolution of the Role of Staff Development at The University of Arizona Library from the Beginning of the Restructuring Process to the Present

Program Description: The purpose of this program is to review the roles staff development and training have played in the restructuring process and to discuss how they have helped to transform the library culture. An overview of the kinds of training, programming, and resources available to staff will be provided as will a discussion of a number of staff development issues that have arisen since the restructuring process began.

Presenter: Bob Diaz, Assistant to the Dean for Staff Development, Recruitment, and Diversity

Location: Student Union, Tucson Room

B. Title: What Will My Job Be Tomorrow?

Program Description: The Library has made accommodations and restructured to meet the changing needs of our customers. We used a variety of tools to do this, including rewriting position descriptions; developing a knowledge, skills and abilities survey; and using library-wide representation on team leader selection committees. We will discuss these tools and the other structures we developed to help members of our organization understand their roles in our dynamic, ever-changing environment.

Presenters: Barbara Allen, Program Coordinator, Library Support Team; Gloria Alvillar, Assistant Dean, Finance and Human Resources; Elissa Cochran, Social Sciences Team Librarian; Carol Friesen, Work Team Leader, Materials Access Team

Location: Student Union, Rincon Room

C. Title: Measuring Staff Satisfaction During Organizational Change

Program Description: Three satisfaction surveys were completed by staff during the first 18 months following The University of Arizona Library's 1993 reorganization. Panelists will present information on the context in which the survey was distributed, methodology used for analysis, and the findings and observations gleaned from the responses.

Presenters: Jennalyn Tellman, Bibliographic Access and Fine Arts/Humanities Team Librarian; Louise Greenfield, Fine Arts/Humanities Team Librarian; Bonnie Travers, Fine Arts/Humanities Team Librarian; Vicki Mills, Bibliographic Access Team Librarian

Location: Student Union, Senior Ballroom