Organizational Strategies for Deep Change: Experiences from the University Library at the University of Saskatchewan

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Presentation Overview

- About the University Library, University of Saskatchewan
- Why change was needed
- Strategies for change
- The impact
- What’s next
2006: A New Leader

- Dr. Vicki Williamson, Dean

A revitalised vision for transformation of services, collections, facilities and organizational culture & workforce – library.usask.ca/info
Benchmarks –
What The Data Told Us

2006 Employee Opinion Survey
• 5 in 10 employees engaged
• No collective understanding of library’s future directions
• Lack of leadership
• Communication was lacking
• Values
What We’ve Done...

• Developed a People Plan

People vision:
We pursue excellence by learning through discovery and inquiry; being exceptional practitioners and scholars; embracing creativity, innovation and risk taking; and demonstrating outstanding leadership
What We’ve Done...

• People Plan Core Strategies:
  • Learn & Develop
  • Relationships & Collaboration
  • Appreciate & Celebrate
  • Conversation & Communication
What We’ve Done...

- Investment in training and development
- Values conversations
- Focussed on communications
- Accountability and authority
- Project management
- Emphasis on innovation and creativity
- Becoming a ‘learning organization’
The Impact...

- 72% of employees are engaged (2011)
- Understanding and buy-in with the library’s strategic directions
- Leadership behaviours at all layers and levels
- Communication and collaboration
- Commitment to life-long learning
- Client-focus
- Self-awareness
Role of Senior Leadership

- Commitment and buy-in
- Champions for change
- Modelling
What’s on the Horizon...

• Sustain our commitment to developing leaders
• Implementing a Personal Development Planning Process (PDP)
  • Setting work goals
  • Feedback
  • Professional development
  • Career aspirations
• Culture of accountability
• Cross-training and skill development
• Process improvement and efficiencies; disinvestment
• Transformation of physical space and services
• Diversity awareness/inclusiveness strategy
Thank you!