

EVENTOS

V JORNADAS CRAI. UNIVERSIDAD DE ALMERÍA

2007

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Culture change: human resources strategies

Culture change: human resources strategies

Professor Di Martin
Dean & Chief Information Officer
University of Hertfordshire

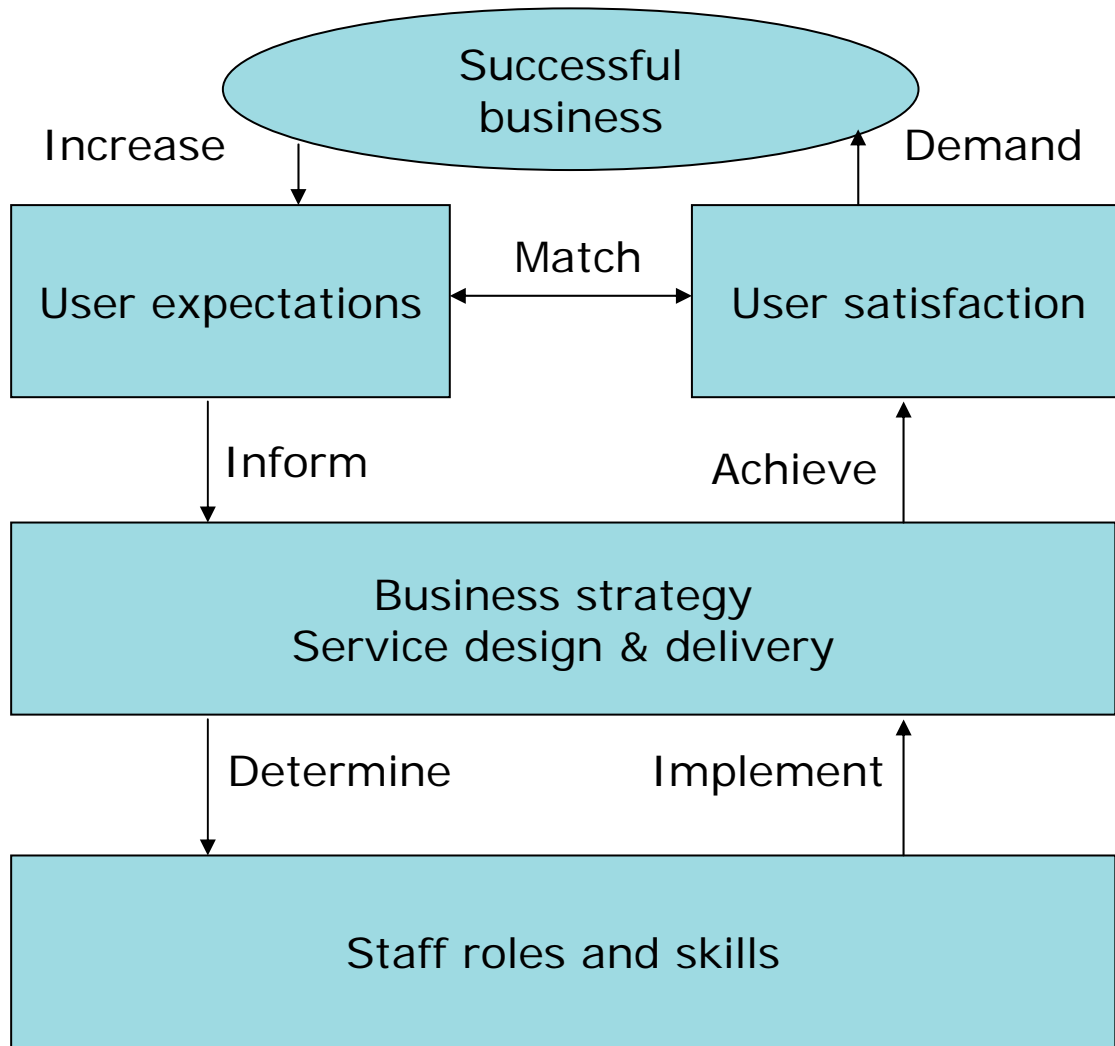
*Rebiun, Almeria
28-29 May 2007*

Presentation overview

- Context
- Changing roles and skills for 4 main aspects:
 - Users
 - Study environments
 - Collections and content
 - Help & support services
- Strategic issues
- Management challenges & trends

Context

- High value of 'human capital'
 - crucial to service success
 - substantial % of budget
- Cost-effective use of human resources
- Relevant roles that match 'business' needs
- Highly motivated, loyal & happy staff
- Good recruitment & retention record
- Flexibility
- Excellent customer satisfaction



Continuous development and review model

4 key aspects of the LRC

Users



Study environments



Help



Collections & content



The digital citizen user

27% of UK adult population are creating digital content (Guardian survey, May 2006)

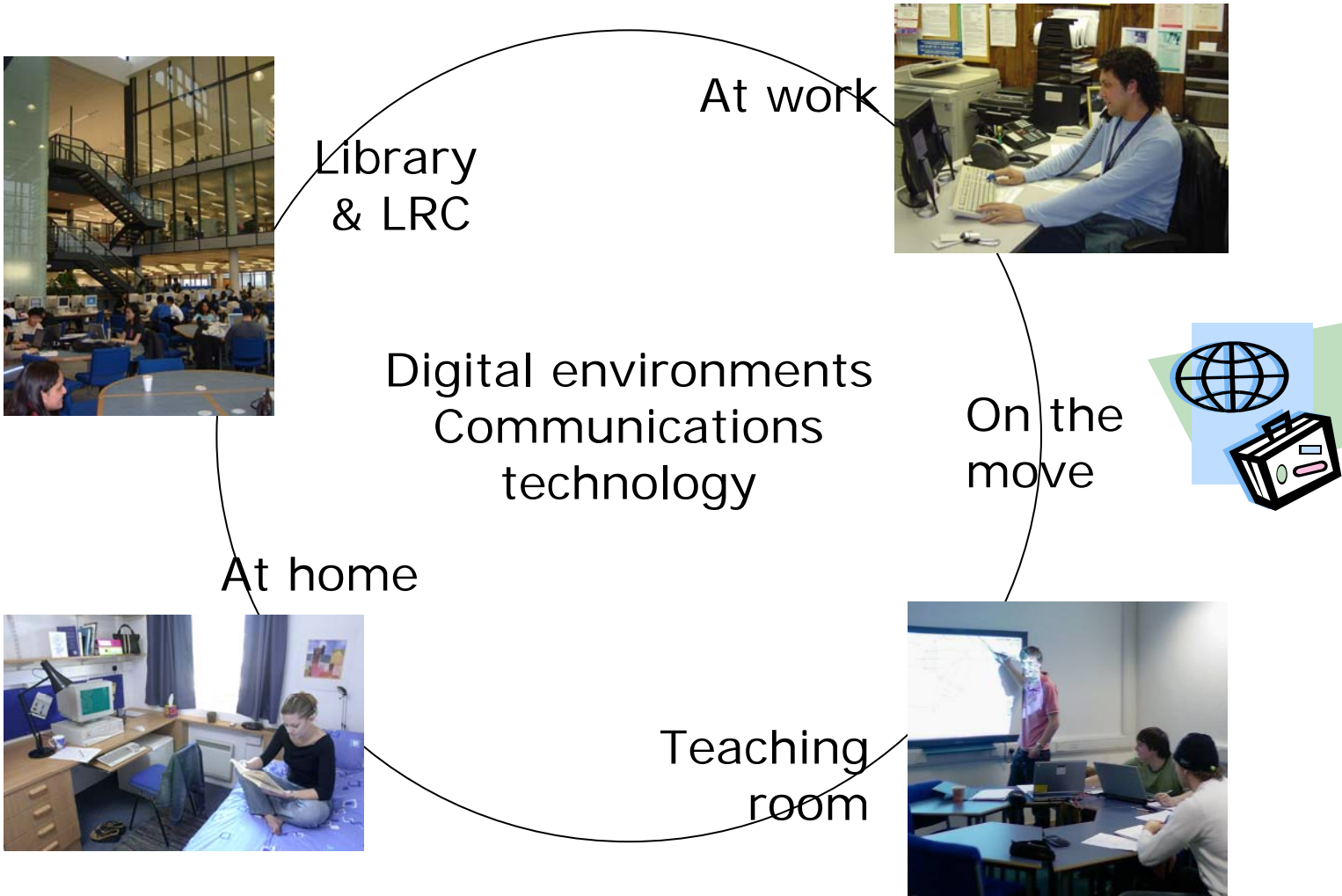
- Anytime (24/7), anywhere
- Easy immediacy
- Integration & Personalisation
- Presentation
- Security & privacy
- Consumer with entitlements
- Non-linear approach
- Texting, MySpace, YouTube, instant messaging, etc



The digital environment is already the norm



The user continuum



If user expectations are changing

and if digital is the norm

what difference does it make to
our organisations, policies, services and
business processes?

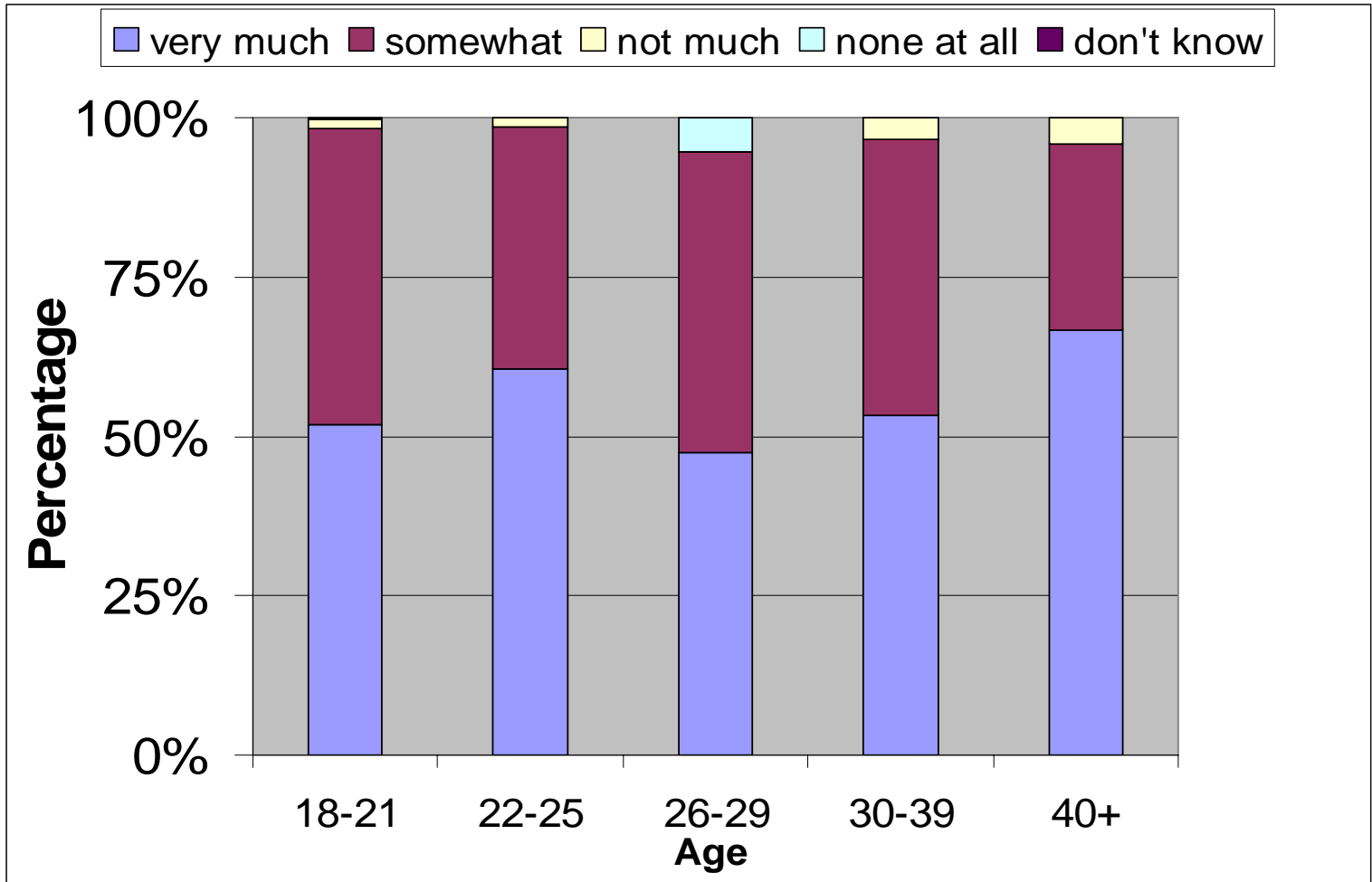
and to staff roles, skills and working arrangements?

Understanding our users

- Going beyond satisfaction surveys
- Market research
- Customer relationship management
- Data mining & statistical analysis
- Business intelligence



Student views by age about whether technology enhances learning



Study environments (Spaces for learning and research)

- Focus on **how** users want to study, not what they want to use or when
- Range & diversity of facilities
- Social inter-action
 - working together
 - noise, food and drink
 - events
- Synergy between different physical spaces and with e-spaces



Study environments (Spaces for learning and research)

- Expertise in learning space design
- Management of diverse behaviours and expectations
- Skills in using a wider range of facilities eg laptops, media presentation
- Writing clear signage & instructions
- Constant clearing up, tidying, checking good working order!



Flexible and experimental spaces

Capturing classroom activity

Inter-active F2F sessions



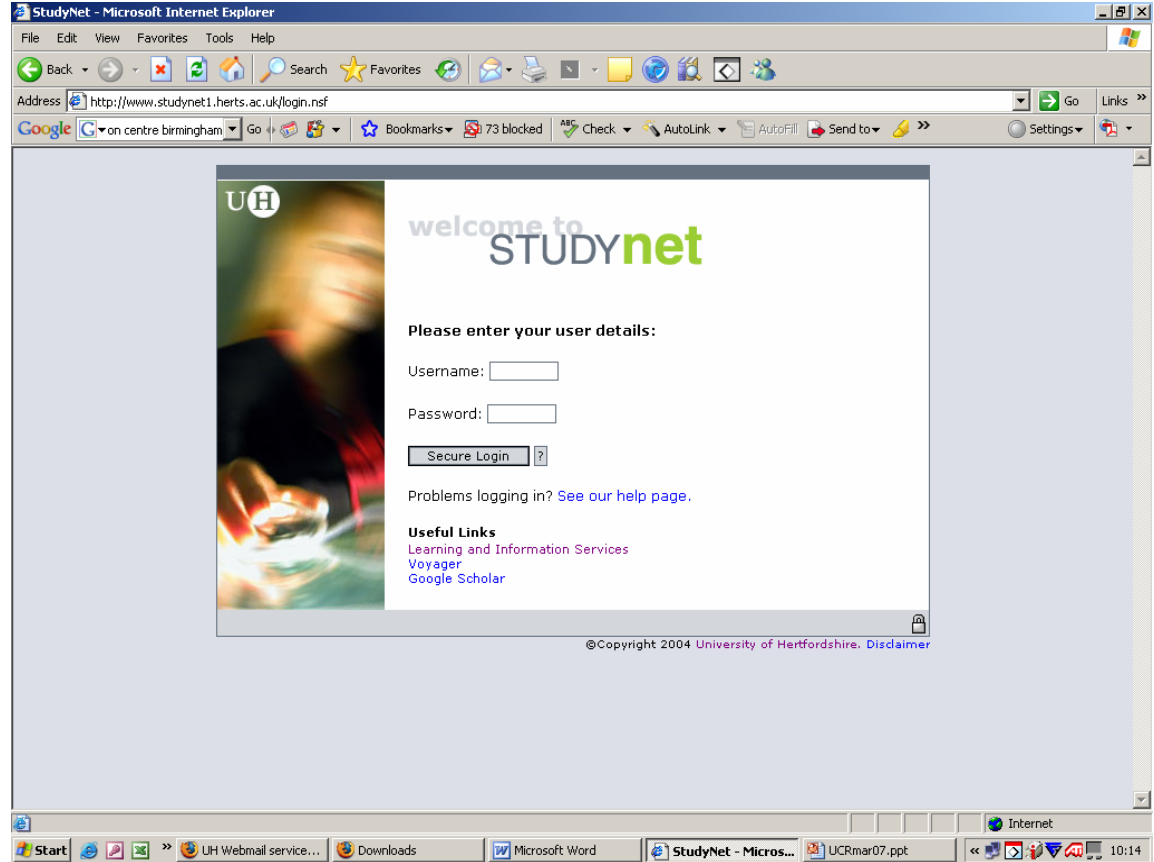
Synergy between teaching and learning spaces

Study environments

Spaces for learning and research

Synergy between
e-spaces &
physical spaces

- Personal space
- Social networking
- Groups
- Blogs
- Classroom activity
- Learning materials
- News
- Discussion forum
- Help & support



STUDYnet

- Your Portal | Staff | Research | Your Course | Your Groups | Email | PM | Voyager | Search | Help | Logout
- Learning Resources | Support | Social | News & Info. | Learning & Information Services | Technical Support

Learning Resources

- Learning resources menu
- Journals and Databases
- Subject Related Websites
- Resource Gateways
- Exam Papers
- Skills

Voyager

- Search
- Check your account
- New books

Useful Links

- Learning & Info. Services
- UH Web servers


Learning Resources




Voyager
Search for items held by the University of Hertfordshire




Exam Papers




UH Journals and Information Databases
Complete A-Z and subject classified listings of print and electronic journals, law reports and information databases.



LIS 'subject' resources
Collections of resources which you may find helpful in your studies.



Skills
Information and resources to support the development of generic learning skills



'Subject' related web resources
A selection of 'subject' related web resources, including electronic books, e-journals, e-reports

LEARNING AND INFORMATION SERVICES



Useful Links

- [LIS Website](#)
- [Induction to LIS services](#)



Log into Athens

VOYAGER SEARCH

all words

Renew items
Recent additions to the library catalogue

Your Journals

- [ACM transactions on Internet technology.](#)
- [Employment law and](#)



One perspective on 'blended learning'

Collections & content (A wealth of knowledge & information)

- Mainly digital - e-journals now
+ rapid change to e-books and other digital sources over
the next 5 years
- Free stuff
- Many formats eg web pages, blogs, wikis, email, learning
objects, moving image
- Wider range of content eg personal, corporate,
community information

New approach to collections & content policy

Information Management challenges

- content in multiple 'holding' locations, no ownership, no local control
- access & resilience (eg LOCKSS)
- metadata standards
- different supply chains (eg Serial Solutions)
- contract management
- monitor supplier performance
- residual print collections

Using collections & content not just providing them

- Creating the 'Mash-up'
- Integrating with learning, teaching, research
- Customising and personalising
- Knowledge of content, 'horizon scanning', updating regimes
- Who? Information Professional or user or partnerships or third parties?

(A 'mash-up' - uses content from more than one source to create a completely new service)

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Refresh Mail Print Stop Check AutoLink AutoFill Send to Settings

Address http://www.studynet1.herts.ac.uk/grp/group_2.nsf/displayblogs?open&date=200701&group=FD9AD81B40A902AD802571950032B93B#68234FE51082668180257264004 Go Links

Google Go Bookmarks 39 blocked Check AutoLink AutoFill Send to Settings

STUDYnet

- Your Portal | Staff | Research | Your Course | Your Groups | Email | PM | Voyager | Search | Help | Logout
- Learning Resources | Support | Social | News & Info. | Learning & Information Services | Technical Support

- BusiBlogging**
- Home
- Blog
- LIS Business Information
- Pages
- New Business Books
- Polls
- Links & Resources
- Group Members

BusiBlogging

The BusiBlogging aim to root out interesting resources for UH Business School staff and students.

Group Blog

January 2007

Tuesday 16 January 2007 by Helen Singer

Personal Inflation Calculator

The Office for National Statistics has launched a Personal Inflation Calculator. This online tool enables users to input their personal spending patterns to obtain an estimate of how their experience of inflation differs from the Retail Price Index.

The calculator is user-friendly, with an online guide. According to the ONS website: 'The personal calculator is designed to allow users to understand more about inflation and how it affects them, and also to contribute to the debate about inflation measurement.'

Useful links

[Personal Inflation Calculator](#)

Monday 15 January 2007 by Michael Mylles

Ganminder

Options

Archives

- [All Entries \(49\)](#)
- [January 2007 \(7\)](#)
- [December 2006 \(8\)](#)
- [November 2006 \(8\)](#)
- [October 2006 \(3\)](#)
- [September 2006 \(1\)](#)
- [August 2006 \(7\)](#)
- [July 2006 \(10\)](#)
- [June 2006 \(5\)](#)

Categories

- [World cup \(1\)](#)
- [Wikis \(1\)](#)
- [Wikipedia \(1\)](#)
- [welcome \(1\)](#)
- [Websites \(1\)](#)
- [Webcast \(2\)](#)
- [Wealth \(1\)](#)
- [vodcasts \(1\)](#)
- [Videos \(2\)](#)

3 Steps to help

1 Help yourself

StudyNet

Self-help guides

Self-service

Induction

2 Visit the helpdesk or ring the helpline

Laptop clinic

3 Ask a specialist

Skills development programme

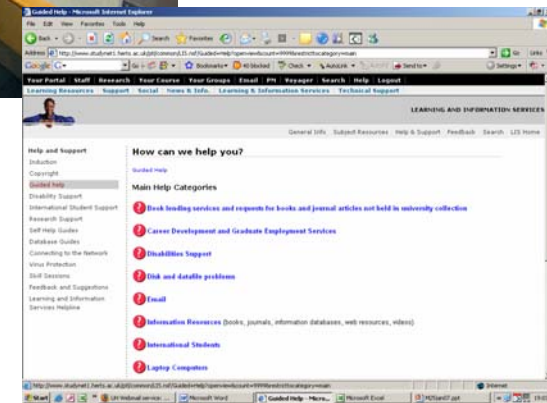
StudyNet

Appointments



Help yourself

- Self-service for routine transactions
 - lending services, printing, sales
- On-line support
 - FAQs, self-help guides, feedback forms
- Induction
 - 5 minute 'getting started'
 - audio tours / podcast
 - on-line workbook



What is good customer service?

Doing everything for the user

Or helping the user to help themselves

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites RSS Mail Print Send To Home Page Stop



Address <http://www.studynet1.herts.ac.uk/pt/common/LIS.nsf/lis/induction> Go Links



Google Go Bookmarks 39 blocked Check AutoLink AutoFill Send to Settings



- Help and Support**
- Induction
 - Using Key Online Resources
 - Induction Evaluation
 - Induction Checklist
 - Guided help
 - Disability Support
 - International Student Support
 - Research Support
 - Self Help Guides
 - Database Guides
 - Connecting to the Network
 - Virus Protection
 - Skill Sessions
 - Feedback and Suggestions
 - Learning and Information Services Helpline


Learning and Information Services induction


The LIS induction consists of the following stages:

- 


Getting Started
Print guide in your induction pack. Briefly covers logging in to LIS online services
- 


Using key LIS services
- 


Audio/Self Guided Tour
collect this from the HelpDesk and complete it at a time to suit you.
- 

Induction Feedback
Please let us know what you think of the induction
- 

Complete the induction checklist
You can complete the LIS checklist when you have completed the on-line induction

Integrated helpdesk

- Over 80% of enquiries are routine
- Team with focus on expertise in the facilities and services
- Not staffed by information or computing professionals
- Key staff skills – communications, inter-personal, customer care, practical IT skills
- In-house training
- Self-help guides for users
- ‘Owning’ the query

Ask a Specialist

- Information professionals
 - experts in content + understanding of e-delivery requirements
- Computing professionals
 - experts in e-delivery + understanding of content requirements
- Build partnership with faculty
- Support specific user groups eg international
- i-skills development for student groups
- Develop on-line support materials / Web 2.0
- Enhance student learning experience

- Business Subject Resources**
 - Business Homepage
- Subject Areas**
 - Accounting & Finance
 - Economics
 - Human Resource Management
 - Management
 - Marketing & Electronic Commerce
 - Statistics, Management Science and Information Systems
 - Small Business & Entrepreneurship
 - Tourism Management
- Skills Development**
 - Skills Development Tutorials
 - Harvard referencing: a guide for Business School Students

Welcome to the LIS Business Information pages

Your key LIS contacts are



Mike Mylles m.mylles@herts.ac.uk, (Faculty Information Consultant)

Helen Singer h.j.singer@herts.ac.uk (Faculty Information Consultant)

and Jane Bilson j.bilson@herts.ac.uk (Information Consultant)

LIS Business Resources: *introducing key resources...*



[Finding journal articles](#)



[Specialist databases](#)



[Business news](#)



[Internet gateways](#)



[Statistical data](#)



[Reference](#)

Journals

[Business \(including Management\)](#)

Information Databases

[Recommended resources](#)

[Business \(including Management\)](#)

Web Resources

[Recommended resources](#)

[Business \(including Management\)](#)

New books

[Business](#)

Frequently Asked Questions

[Business](#)

[International Students](#)

[BusiBloggies](#) - *new business information*

i-skills

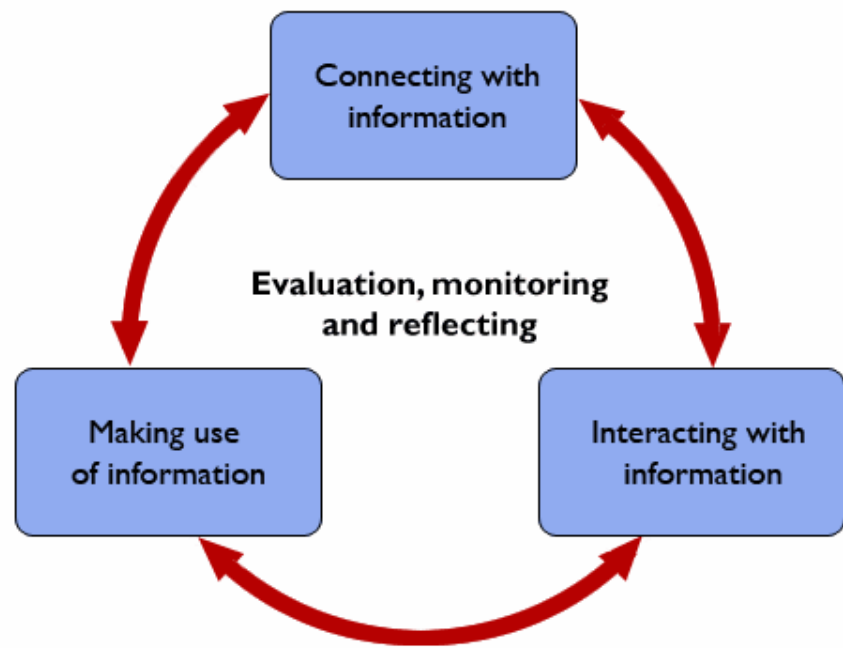
- Common inclusive framework
- Recognised standards for learning outcomes & levels
- Quality assurance strategy
- Non-linear learning patterns
- Delivery in bite-size chunks
- Student on-line self-learning
- Integration with academic programmes

Learning process for staff:

project management, systematic development,
pedagogy, team work, effective on-line materials,
usability testing, terminology



Introduction



Use information responsibly to fulfil a purpose

The i-spy skills framework

i-skills enable you to manage activities that involve finding and using any kind of information. i-skills underpin all your learning activities, and increasingly your social activities too.

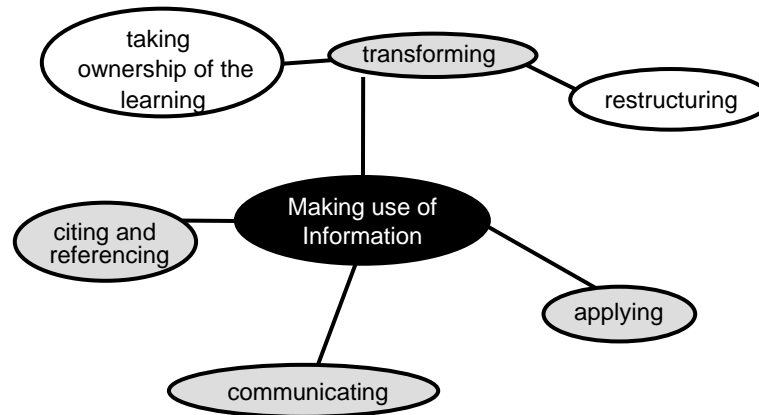
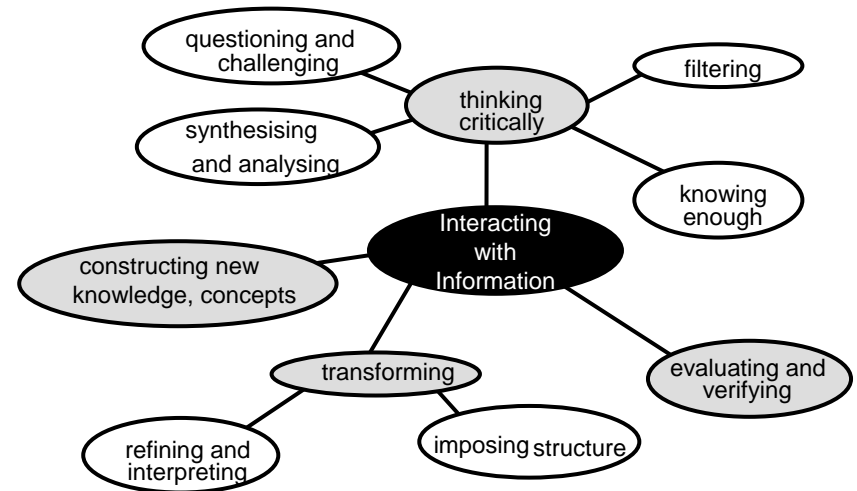
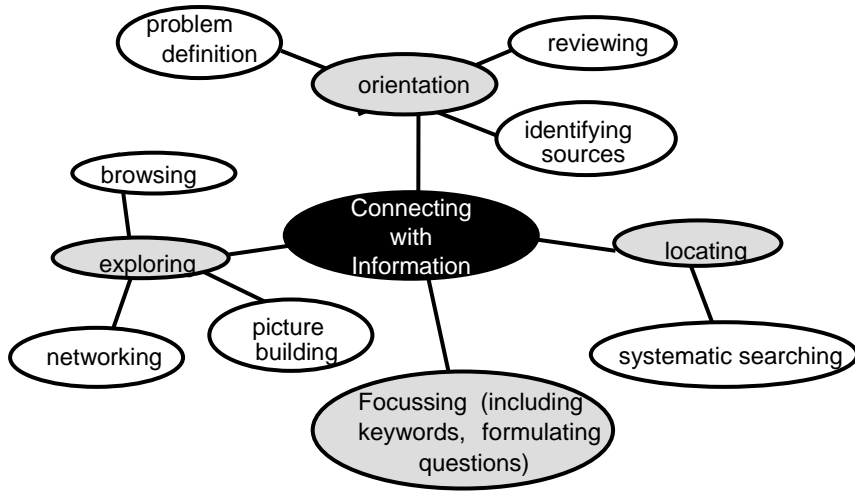
The i-skills guides are grouped under three main aspects of information management:

Connecting with information
 Search for and use information in order to address personal, academic, professional and societal issues

Interacting with information
 Engage in independent and collaborative learning through constructing new meaning, understanding and knowledge

Making use of information
 Use information responsibly to fulfil a purpose

Evaluation, monitoring and reflecting
 Recognise that the process is evolutionary and revise the development process appropriately



i-Spy i-skills Framework








Evaluation :	Monitoring progress	Reflecting ...	on the experience and the outcome
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MODULE
1LAW0021 (A 06/7)
Legal Methods and Sk...
Module Homepage
Module News
Module Information
Teaching Resources
 LIS Skills Materials
 Lecture Videos
Reading List
Search Website

Teaching Resources

1LAW0021 > Teaching Resources > LIS Skills Materials

LIS Skills Materials

- ★ [PDP form for LIS skills sessions](#) (84.3kb)
Record of your attendance and achievement at each LIS skills session you attend this year. Get a member of LIS staff to sign this, and then keep on file and bring to each session.
-  [LRC skills session timetable Semester A](#) (59.7kb)
Timetable for each Seminar Group for your LRC skills sessions in week beginning 16th October (Parliament and Legislation) and week beginning 23rd October (Case law)
-  [Parliament and Legislation Presentation](#) (4521.8kb)
This presentation provides an introduction to locating information about Parliament and Statutes. You need to view it BEFORE attending the LRC practical sessions in week beginning 16th October.
-  [Parliament and Legislation Quiz](#) (4.3kb)
For LRC skills sessions in week beginning 16th October.
-  [Evaluation form for Parliament and Legislation](#) (1.2kb)
Having viewed the presentation and completed the practical, please answer the following questions.
-  [Case Law Presentation](#) (3717.7kb)
Please view this BEFORE the Case Law skills sessions in week beginning 23rd October
-  [Case Law Quiz](#) (3.5kb)
9 multiple choice questions for use in LRC skills sessions week beginning 23rd October involving finding cases required for your forthcoming Legal Method and Skills seminars.
-  [Evaluation form for Cases](#) (1.1kb)
Having viewed the presentation and completed the practical, please answer the following questions.

Key organisational requirements

- Delivery of integrated high quality consistent services
- Focus on the customer / user experience
- Partnership with academic faculties
- 7 days a week
- Relevant skills and expertise
- Staff motivation, recruitment and retention
- Structure for strong line management, team working and good communications
- Cost-effectiveness

7 days a week

Delivering consistency of service over 7 days a week

- Staff working Tuesday – Saturday,
Sunday – Thursday, evenings & weekends on rota
- Management support rota
- Security staffing only at night

- Challenge of thinking 7 days a week
- Internal communications
- Published service standards

Focus on user support

Providing excellent user support with limited staffing resources

- Ensuring added value from staff input
- Routine transactions as self-service
- Integrated helpdesk & helpline
- Work with groups of students not individuals

- Reduce backroom tasks to minimum
- Outsourcing, simplification of business processes
- Working smarter

Partnership with academic faculties

- Focus on information professionals working with specific constituencies of users
- Named individual for each faculty or university-wide theme
- Formal representation on committees
- Informal liaison
- Student skills development sessions in programmes
- Use of StudyNet on-line learning environment

Organisational structure

Structuring a large diverse staff for coherence and effectiveness

- Shared mission, strategic goals & priorities
- Teams for sense of place and ownership
- Central v distributed functions
- Clear line management for individual staff
- Getting different specialists to work together; eg project teams
- Strong management roles
- Generic job titles

Motivation, recruitment & retention

Ensuring we get the right staff and help them get job satisfaction

- Clear definition of role, skills & competencies & prior experience
- Initial in-house training
- Benchmarked progression routes
- Staff appraisal
- External accreditation eg Investors in People, ITIL
- Clarity of individual contribution to overall success
- Opportunities to contribute ideas and innovations

Staff development

- Investment – money and time
- Linked to business objectives
- Support for staff self-learning
- Opportunities to use new skills in own job
- Share learning and good practice
- Measure the return on investment

Cost-effectiveness

Making best use of limited staffing resources

- Doing more with less
- Getting the level of expertise right for the job
- Focus on using staff time for added value
- Constant review as vacancies arise
- Clear priorities

Staff roles and skills 1

- Information / content management (digital)
- Customer relationship management & market research
- Marketing & PR skills
- Customer service / Self-service / Helpdesk support
- Learning spaces management (physical & e-spaces)
- Collaboration, partnership, team-working skills

Staff roles and skills 2

- Technological skills (every role is an e-role)
- Presentation skills
- Legal issues, rights management
- Negotiation skills
- Financial management
- Contract and supplier management
- Flexibility and initiative

Management challenges

- Vision
- Understanding the trends
- Strategic planning
- Making the business case

- Changing organisational structures and working patterns
- Revising policies, values, KPIs and critical success factors
- Business process re-engineering
- Building partnerships and alliances
- New financial models

- Putting users first

Trends

- Upskilling
- Focus on people, not technology
- Focus on activities and services, not place
- Business-like
- More alignment with roles in other types of organisation

And finally

- Effective human resources strategies benefit the staff and the organisation
- Recognise and celebrate success

