

HAMILTON CITY LIBRARIES



In her new role as training and development advisor at Hamilton Libraries, Sarah Corbet became the dedicated person to deep dive into workforce development and to look at Te Tōtara workforce capability pathway.

"One of the most important things that we had to make sure of was that it had to be aligned with our existing development framework for Hamilton City Council."

Their workforce capability framework needed to align with performance cycle timelines, Hamilton City Council values, and the platform they use to track goals and one-on-one meetings, called Culture Amp, this is where staff input their development goals and plans.

There were lots of conversations and brainstorming around what it would look like, talking with team leads and frequent opportunities for feedback. "We wanted to start off with a solid footprint and show that we'd really thought about this."

"We are now waiting for the appointment of our new Pou Arahi as our Mātauranga Māori lead so we can ensure appropriate engagement with iwi and other stakeholders."

They are at the first draft stage, and it changes all the time but is still in the Pou Arahi consultation stage. The processes they have used so far include:

- **Brainstorm alignment of values** (Council, library and Te Tōtara)
- **Created a poster** and asked staff across roles to consider what those values meant for them and how they demonstrate those values
- This got the **conversation going on how staff interpret those values** so they now have a solid understanding of the values as a group.
- A separate group **brainstormed the core capability areas** and what they thought were important. Some were based on Te Tōtara, and some on where they saw gaps during the strategic planning process. The core areas were: team work and collaboration, services, community, literacies, organisational knowledge and leadership.

Now they are working on **fleshing out those six capability areas** and will do some workshopping with teams to make sure they have it right.

- **In addition, they worked with specialist teams** to look at what their specific capabilities might look like.

Sarah says, "When I saw Te Tōtara it immediately resonated with me because it was an opportunity to provide something that's been missing for a while. We've always had processes for staff development, but they've always been council-wide development systems mechanisms."

"Now we have this opportunity to create and develop something very specific to libraries. So, when staff are asked to come up with goals for the year and to develop a plan around these, they know what they are being measured against. Te Tōtara can road map that development for people."

"We could say this is what your development looks like. This is what you need to be successful in your role and to continue being successful in your role. Te Tōtara brings it all together. So, there's no confusion for staff about where to go to record and measure their development."

"A critical point for me was trying to develop a business-as-usual development culture. It means that staff could actually start seeing working in libraries not just as a job, but as a career."

Hamilton City Libraries are trying to build this into everyone's time. Whether they are an 8-hour customer service representative or a 40-hour specialist, they will get some professional development and they will know the pathways into different roles or potential pathways.

"What Te Tōtara gives is clearer pathways for investment in time, resources, training, and budget so we know what it looks like to succeed and where to invest to make the biggest impact."

"A really important one for me is succession planning. This is something we've talked about in the library for a very long time. We want really good staff with job satisfaction and people to really enjoy their time working with us, so they are the best they can be at work, and we know how to support that."