

# Right People Right Time Right Work: HR Trends and Tools

PLA Spring Symposium  
2007

San Jose, California

Jeanne Goodrich  
Jeanne Goodrich Consulting  
[jeanne@jeannegoodrich.com](mailto:jeanne@jeannegoodrich.com)

Paula Singer, Ph.D.  
The Singer Group  
[pmsinger@singergrp.com](mailto:pmsinger@singergrp.com)



# Overview

1. HR Trends
2. Organization Design
3. Workforce Planning



# Housekeeping

- Breaks and Lunch
- Handouts
- Group work and exercises
  - Change groups each session
  - Learn from each other
  - Use microphone
    - Name, Library
- Norms
  - Confidentiality
  - Others

# Getting Acquainted

**Who's in the room?**

.....







# Right People, Right Work, Right Time



**What are you  
Thinking?  
Seeing?  
Hearing?  
Feeling?**

**What do you hope  
to take away?**

**What keeps you up  
at night?**



**Why did you come?**

# HR Trends:

Moving Ahead of the  
Curve to Avoid Getting  
Run Over

## AGENDA

1. Major trends
2. Impact on your work
3. Practical strategies
4. What you can do





# Trend Methodology

- Environmental scanning – tool used by futurists, business trend analysts and corporate issues management experts
- Research from published materials
- Surveys of key trends of most concern to library managers & HR
- Our experience and yours

# Context

- Public Libraries in USA
- Your strategic plan or goals
- Your part of the country
- Your employee and customer demographics

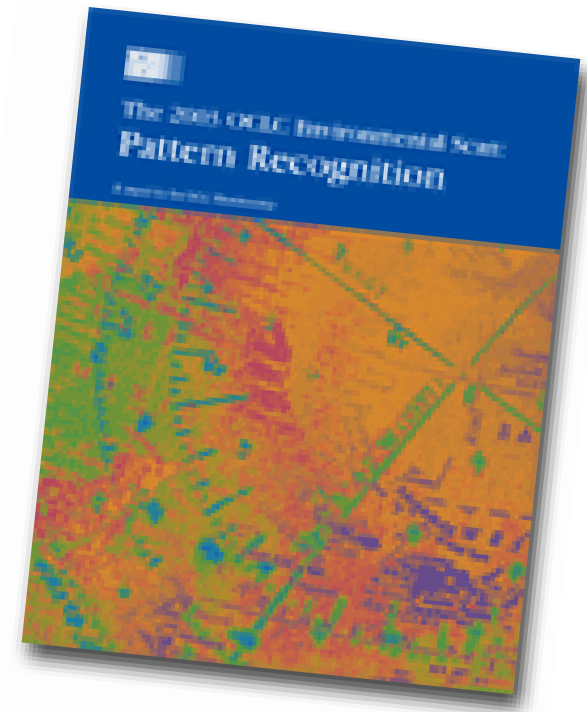




# In the library:

*What trends do you **already** think will have significant impact on the work of your library?*

- Self-service, self-sufficiency
- Disaggregation
- Collaboration



# How are libraries seen?

- NOT as an information source
- Books, books, books
- Often inconvenient, uncomfortable
- Nostalgic view of library
- Use declining



*Perceptions of  
Libraries and  
Information Resources  
(2005) OCLC Report*

# Trend Convergence



- The world we live in
- The world our library customers (or non customers) live in
- The world our employees live in
- The world our employees come from







# Look outside the library world

Sources for spotting trends:

- *Business Week*
- *USA Today*
- *Fast Company*
- *Workforce Management* [www.workforce.com](http://www.workforce.com)
- Your local newspaper
- World Future Society/*The Futurist* magazine ([www.wfs.org](http://www.wfs.org))
- Blogs of all sorts

Others you would suggest??



# Categories

- *Demographic*
- *Economic*
- *Employment*
- *Political*
- *Societal*
- *Technological*
- *Human Resources*

*One Source -- Workplace  
Forecast: A Strategic  
Outlook  
SHRM 2004-2005- 2006*



# Process for Strategic Thinking

- Listen to the trend
- Brainstorm downstream effects
  - How will/does trend affect the work of your library?
  - How will trend affect your ability to recruit, motivate and retain an effective workforce?
  - What can you do?
- Record in your handouts
- Note possible actions/tasks you can take
- **DO NOT CENSOR THOUGHTS**





# Key Demographic Trends

1. **Aging of the workforce**
2. **Growth in the number of workers with eldercare responsibilities; both elder and childcare**
3. **Changing family patterns**
4. **Increase in unskilled workforce**
5. **Recognizing and catering to gen X (1965-80) and Y (1980-2000)**
6. **Hispanics/Latinos now the largest minority group**
7. **Aging workforce driving increase in health care cost**
8. **Increase in age employees will retire**



# Key Demographic Trends, 2

- 
9. **High rates of immigration**
  10. **Increase in age discrimination litigation**
  11. **Declining population growth**
  12. **Shrinking leadership pools**
  13. **Population shifts**
  14. **Religious diversity**
  15. **Growth in number of employees (and customers) for whom English is not first language**
- 





# Effects of Demographic Trends



- How will these trends effect the work of you and your library?
- How will they impact your ability to recruit, motivate and retain an effective workforce?
- What can you do?



# Key Economic Trends

1. Rise in health care costs
2. Greater demand for high-skilled workers compared with low-skilled workers
3. Labor shortage (all skill levels)
4. Productivity gains – decrease in number of staff
5. Increased personal debt, diminished saving, financial counseling
7. Rise in cost of pensions
8. Economic uncertainty
9. Change from manufacturing to information/service or knowledge economy
10. Move to innovation and creativity
11. Workplace safety and security costs
12. Partnerships: Businesses, K-12, Higher Ed, Public Orgs
13. Federal deficit



# Key Employment Trends

- 1. Rise in health care costs**
- 2. Employee demand for flexible schedules & customized work relationships**
- 3. Workplace privacy concerns**
- 4. Linking T&D to strategic plan**
- 5. Loyalty on the decline**
- 6. Spirituality in the workplace on the rise**
- 7. Accounting for people, metrics**
- 8. Security & privacy concerns**
- 9. More employees with untreated physical and mental health conditions due to rising costs**



# Key Employment Trends, 2



**10. Telecommuting**

**11. Greater demand for time off/work-life balance**

**12. Changes in union membership**

**13. Rise in White-Collar Employment Litigation Involving Working Conditions (age/religious discrimination, overtime regulations)**





# Key Political Trends

1. Federal and state health care legislation
2. Focus on domestic safety and security
3. Retirement and health benefit portability
4. Health care reform
5. US Patriot Act, civil liberties, national security issues
6. Impact of federal deficit
7. Weakening of affirmative action
8. Tapping non-voting groups, especially women
9. Increase in legal retirement age
10. Changes in state laws pertaining to minimum wage, same sex unions.

# Break





# Key Societal Trends

- 1. Changing definition of family**
- 2. 24/7 work culture**
- 3. Broadening diversity – religion, ethnicity, culture**
- 4. Poor educational performance of US students**
- 5. Continuous learning**
- 6. Greater emphasis on family**
- 7. Changing urbanization patterns and community design**
- 8. Rising costs of higher education**
- 9. Decline in social capital**



# Key Societal Trends, 2



**10. Increase in number of people without a college degree**

**11. Higher rates of education for women**

**12. Health issues**

**13. Decline in traditional communications methods for cyber**



**14. Increase in demand for work/life balance**

**15. Higher level of stress to cope with multiple responsibilities**

**16. New attitudes toward aging/retirement**



# Key Technology Trends

1. **Technology to communicate with employees & customers**
2. **Rise in identify theft**
3. **Skill shortage**
4. **Rapid growth of employees using wireless devises**
5. **Use of web, intranet for delivery of services**
6. **Heightened awareness of HR data privacy**
7. **Use of e-learning**
8. **Vulnerability of technology to attack or disaster**
9. **Elimination of geographic barriers**
10. **Perpetual upskilling**
11. **Differences in access to and comfort with technology**

# Cultural Shifts in the Workplace

1. Work has become more demanding
2. Employer-emp relationships have become less hierarchical and more networked
3. Use of teams, ad hoc project teams, fluctuating leadership
4. Greater expectations for short-term rewards and jobs
5. Immediate supervisor most important role in the workplace.
6. Supervising requires more time and skill
7. Changes in role of paraprofessional and librarians



# HR Profession Trends

1. **Managing health care/costs**
2. **Complexity of legal compliance**
3. **Using technology for transactional HR**
4. **Preparing for the next wave of retirement and labor shortage**
5. **Demonstrating HR's return on investment**
6. **Emphasis on HR competencies**
7. **More focus on selective retention**
7. **Promoting ethics**
8. **Linking employee work & performance to library strategy**
9. **Outsourcing for HR expertise**
10. **HR part of management team**
11. **Responding to needs of a diverse workforce**
12. **Workforce and succession pl'g**
13. **Objective selection processes**
14. **New compensation strategies**



# Why is this important?

- HR functions and activities purposefully in alignment with the library's mission, goals, and objectives
- Strategic HR
  - Forward looking
  - Focused on library's business problems; developing and implementing strategic plan
  - Participates in increasing productivity/measurements
  - Best practices of HR functions to meet Library goals
- Effectiveness, efficiency



# How are you responding to trends?

- Which are the key trends?
- How will/are they effecting the work of you and your library?
- How will/are they impacting your ability to recruit, motivate and retain an effective workforce?
- What can you do?

Table takes 2 trends

Appoint a recorder

Respond to these questions (20 minutes)

Walk around room (10 minutes); read, add, ask

# Ways to be Proactive

1. Identify People Management Practices
2. Provide metrics
3. Develop effective communications
4. Recruit proactively
5. Retain top performers
6. Provide Employee Challenges
7. Engage in Succession Planning

***HR for Results coming soon!!***

# Action Planning

What 3 actions will you take in the next 2-4 weeks in response to these trends toward enhancing your library's ability to recruit, motivate and retain an effective workforce?

- Write individually
- Share with a partner



# Exercise

- Given the trends you identified
- Given the need to be proactive
- Plan a project!





# Project Planning

1. Define the project intent
2. Identify needed resources and project constraints
3. Identify potential trouble areas or hot spots
4. Break the project down into major and minor subdivisions, and identify the tasks that go with each
5. Sequence the necessary tasks and develop a tracking methodology to be sure you're on track
6. Assign responsibility for each part of the project
7. Prioritize and schedule each task
8. Develop the project budget
9. Review the plan, revise it as necessary, and obtain final approval

Jeff Crow, *Applying Project Management in the Workplace*  
(Portland, OR.: Blackbird, 1999)

# Resources

- Fast Forward: 25 Trends That Will Change the Way You Do Business; Workforce, June 2003, pp. 43-56. <http://www.workforce.com/section/09/feature/23/45/53/>
- HR Trends for 2007; Posted by Ajit Chouhan. <http://hrfundablog.blogspot.com/2007/01/hr-trends-for-2007.html>
- Senior Human Resource Executives 2007 Priorities Survey; <http://www.orcworldwide.com/surveys/hrpriorities.html>
- SHRM Workplace Forecast 2006.
- Talent Management Cited as Top Issue for HR in 2007; Marquez, Jessica; <http://www.workforce.com/section/00/article/24/62/05.html>
- **HR FOR RESULTS**

Lunch

See you at 2pm

