

UNLEASHING POTENTIAL: THE TALENT POOL MANAGEMENT PRACTICES OF UiTM LIBRARY

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ABSTRACT

Libraries now recognize the immense value of collective expertise and the importance of cultivating a culture of continuous learning and knowledge sharing. They are embracing new strategies to maximize the potential of their staff's talents, harnessing them for the greater benefit of the library and its patrons. This article delves into the ten subject areas within the Talent Pool program, shedding light on their respective initial phases, talent selection facilitation, monitoring mechanisms, and the best practices employed to cultivate Subject Matter Experts (SMEs). By delving into these areas, the article aims to showcase how the UiTM Library effectively develops and nurtures experts who can make invaluable contributions to both the library itself and the broader academic community. This article aims to shed light on the extraordinary talents reside within the walls of libraries, showcasing the diverse abilities of the staff members who go above and beyond their traditional roles. From welcoming smiles at the front desk to the behind-the-scenes wizards curating collections and designing innovative programs, libraries are home to an ensemble of talented individuals.

Keywords: talent pool; talent; library; subject matter experts; certified

1. INTRODUCTION

In the heart of every thriving library lies a team of dedicated individuals whose talents often go unnoticed amidst the shelves of books and hushed whispers. Beyond their role as custodians of knowledge, library staff possess a vast array of skills and abilities that contribute to the seamless functioning and enriching experiences within these literary havens [1]. In the past, the management of talent among library staff followed conventional approaches, involving periodic training opportunities designed to address their specific needs. The acquired knowledge was predominantly treated as personal assets, often retained by individuals for their own benefit. Occasionally, some staff members chose to share their newfound knowledge with their colleagues, fostering a collaborative atmosphere within the library community.

In 2022, driven by the university's strategic vision to establish UiTM as a globally marketable institution by 2023, a pioneering initiative was undertaken. This endeavor involved the formulation of a comprehensive Talent Pool Development strategy, carefully designed to align with the UiTM Library Talent Development Roadmap. This roadmap served as a guiding framework to propel the library towards its ultimate objective of contributing to UiTM's ambitious goal of becoming a Globally Renowned University (GRU) by 2025. Recognizing the critical role of talent development in achieving

institutional excellence, the library leadership demonstrated a forward-thinking approach by integrating the library's strategic direction within the broader vision of UiTM.

The Talent Pool development strategy aimed to identify, nurture, and harness the untapped potential of library staff members, transforming them into a pool of highly skilled professionals capable of driving the library's growth and positioning it as a prominent player in the global academic landscape [2]. Introducing the UiTM Library Talent Pool, a groundbreaking initiative designed to enhance the knowledge and skills of library staff across ten crucial subject areas. These subject areas serve as focal points for concentrated efforts to enhance the capabilities of library staff, enabling them to become authorities in their respective fields. This encompassed various initiatives, such as targeted training programs, career development opportunities, and knowledge-sharing platforms, all tailored to enhance the competencies and expertise of library personnel.

2. METHOD

The careful selection of these 10 subject areas (Figure 1) within the UiTM Library Talent Pool reflects a strategic fusion of disciplines closely tied to the library field and areas of knowledge that possess the potential to offer valuable skills for the broader university community. The inclusion of subject areas beyond the traditional library domain demonstrates a forward-thinking approach that recognizes the diverse skills possessed by library staff and their potential to contribute beyond the confines of their immediate roles.

TALENT POOL 1 SPEED READING	TALENT POOL 2 RESEARCH DATA MANAGEMENT	TALENT POOL 3 BIBLIOMETRICS & ALMETRICS	TALENT POOL 4 DIGITAL LIBRARIAN	TALENT POOL 5 DIGITAL LITERACY
TALENT POOL 6 WRITING AND PUBLICATION	TALENT POOL 7 RESOURCE DESCRIPTION & ACCESS	TALENT POOL 8 DIGITAL ARCHIVIST	TALENT POOL 9 INNOVATION	TALENT POOL 10 SYSTEMATIC LITERATURE REVIEW

Figure 1 UiTM Library Talent Pool

2.1. UiTM Library Talent Pool: The Initial Phase

The introduction of the talent pool initiative within the UiTM library commenced with a promotion strategy involving posters to capture the attention and raise awareness among the library staff. The primary purpose of this introduction was to elucidate the objectives of the talent pool and emphasize the significance of active participation and the opportunity for staff members to select the pool that aligns with their interests and capabilities.

The posters served as a visual medium to communicate the purpose and benefits of the talent pool initiative. By presenting clear and concise information, the posters piqued the curiosity of the library staff and instigated their interest in exploring the different talent pool options available to them.

2.2. UiTM Library Talent Pool: Facilitating Talent Selection

After the initial phase of implementing the talent pool in the UiTM library, the subsequent step emphasized the importance of staff providing efficient feedback regarding their preferred talent areas. Ensuring an efficient feedback process involved adopting practices that would facilitate the systematic collection of talent pool selections from a significant number of staff members, totaling 558 individuals.

To streamline this process, the library implemented an innovative approach that utilized the UiTM library mobile app. Staff members were required to use the app to respond to the talent pool selection, enabling them to conveniently indicate their preferences. By leveraging the mobile app, the library could efficiently capture and channel the staff members' talent pool selections to the profiling system. This integration ensured that the staff members' choices were seamlessly recorded and organized within the library's system. This approach not only reduced the administrative burden associated with managing and analyzing a large volume of feedback but also enhanced the accuracy and accessibility of the data.

This systematic feedback process facilitated by the mobile app served as a crucial step in the implementation of the talent pool within the UiTM library. It ensured that staff members' preferences were efficiently captured and integrated into the library's profiling system, enabling the library to effectively allocate resources and engage in initial planning to the respective talent pools based on the staff members' interests and capabilities (Figure 2).

SHAH ALAM	MELAKA	KELANTAN	SELANGOR	PERLIS	PAHANG	SARAWAK	JOHOR	PULAU PINANG	KEDAH	NEGERI SEMBILAN	PERAK	SABAH	TERENGGANU
21	14	11	10	7	5	5	4	4	2	1	1	1	0

Figure 2 Data Management Platform for UiTM Library Talent Pool

This platform serves as a centralized hub, offering a user-friendly interface that allows talent pool managers to access real-time data and make informed decisions. They can monitor the progress of the talent pool initiative, track staff selections, and precisely assign individuals to appropriate training sessions. This streamlines the administrative processes involved in managing the talent pool, ensuring a systematic and organized approach.

After the implementation of the talent pool initiative in September 2022, comprehensive training programs were planned and conducted specifically for the selected talent. However, it is important to note that not all staff members have undergone the necessary training up to the present date. This is primarily due to budgetary constraints and the need for effective planning to ensure that the talent pool initiatives can be fully realized and optimized within the allocated resources. While not all staff members have undergone training at the present moment, the library is committed to continually assessing and adjusting its training plans to accommodate as many participants as possible within the given budgetary constraints.

2.3. UiTM Library Talent Pool: Monitoring Talent Activity

Monitoring the activities within the talent pool is crucial for evaluating its effectiveness and tracking the progress of individual staff members. Without proper monitoring, it becomes challenging to assess the impact of the talent pool initiative and determine whether the training provided to each participant has been successfully implemented.

In order to facilitate effective monitoring of the talent pool initiative, the UiTM Library has developed a dedicated sub-platform within the profiling menu. This monitoring platform offers a comprehensive

view of training-related information associated with the talent pool (Figure 3). It allows key personnel, including the talent pool managers, department heads, and staff members, to access and review essential details pertaining to their involvement and contributions.

Tracking the activities within the talent pool also allows the library to identify any areas that may require improvement or further support. It provides valuable insights into the strengths and weaknesses of the talent pool participants, enabling the library to offer targeted training or resources to enhance their skills and knowledge.

3. RESULTS AND DISCUSSION

Following its successful implementation in September 2022, the UiTM Library takes great pride in announcing the development of a group of subject-matter experts within specific areas. Through dedicated efforts and focused training initiatives, the library has nurtured a cohort of individuals who possess deep knowledge and proficiency in their respective subjects.



Figure 3 Monitoring Talent Activity Platform

Currently, the UiTM library boasts a total of 17 speed reading instructors distributed across various campuses, with plans to further expand the pool in 2023. This noteworthy achievement demonstrates the library's commitment to enhancing the reading skills of the UiTM community. In fact, speed reading has gained considerable recognition and importance within the library's operations, as it has been incorporated as a performance indicator for the year 2023. This strategic decision emphasizes the library's dedication to promoting efficient reading practices and empowering individuals with the ability to absorb and comprehend information quickly.

The UiTM Library is also delighted to announce that it has successfully produced a team of 13 certified staff members in Microsoft Office Specialist: Excel Associate. This accomplishment signifies a significant stride in enhancing digital literacy within the library and beyond. The certified staff members are poised to make substantial contributions to the UiTM Library. Their extensive knowledge in Microsoft Excel will enable them to provide expert guidance and support to library users, including students, faculty, and researchers. Whether it is assisting with data analysis, conducting workshops on Excel functionalities, or offering personalized consultations, this team of certified staff members will play a pivotal role in enhancing digital literacy and empowering the UiTM community.

4. CONCLUSION

In conclusion, the establishment and execution of the UiTM Library Talent Pool reflects the unwavering commitment of the UiTM Library to bolster the university's positioning as a globally renowned university by 2023. This talent initiative serves as a pivotal step towards achieving this overarching goal.

By developing and implementing the talent pool, the UiTM Library demonstrates its dedication to nurturing a skilled and diverse workforce. This initiative is designed to identify, cultivate, and harness the talents and capabilities of the library staff, empowering them to contribute significantly to UiTM's global reputation. Furthermore, the substantial investments made in talent management reflect the belief that these endeavors will yield strategic advantages by fostering positive responses and outcomes among talented employees [3].

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