

Leading Change in Staff Recognition and Professional Development

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MOBIUS Annual Conference
June 3, 2014



Setting the Stage

- Impetus for action
- How it worked
- Our recommendations
- You might consider...

Impetus for Action

- Strategic Plan Goal D
 - Work Environment: Engender a collegial work environment where employees feel valued and are encouraged to think and act creatively
 - Acknowledge and demonstrate the value of all library employees and celebrate accomplishments, creativity and risk-taking.
 - Encourage and invest in professional development for all library employees.
- General lack of focus and progress in these areas
- Organizational Development Task Force formed April 3, 2013

The Organizational Development Task Force

- Charge:
 - ...investigating the needs for **staff recognition and professional development** for the University Libraries in support of the following strategic objectives:
 - Acknowledge and demonstrate the value of all library employees and celebrate accomplishments, creativity and risk-taking.
 - Encourage and invest in professional development for all library employees.
- In particular, this task force is focused on determining **areas of need for training**, best practices for **making training opportunities accessible** to and for **recognizing and celebrating** library staff, and to make recommendations for the **long-term coordination** of recognition and professional development for Libraries' staff.

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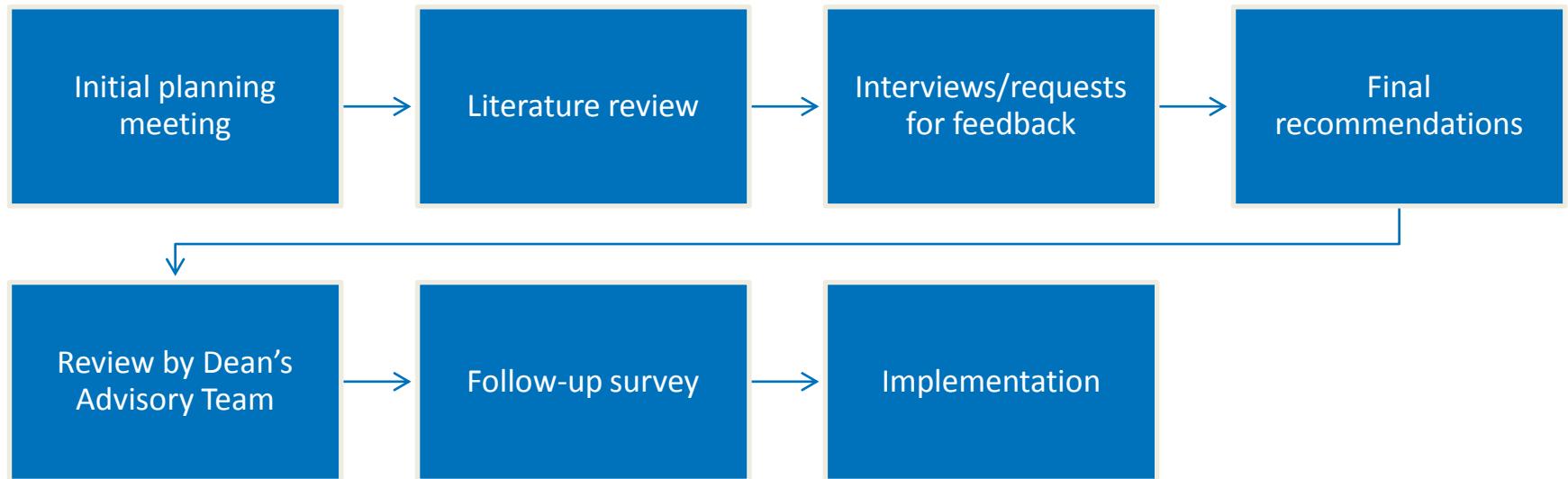
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How it Worked



Literature Review

- Began with literature search in two major areas -- development and recognition
- A 2013 Gallup report on the American workplace found that 70% of workers are not engaged in their work, making them less productive. This is particularly difficult to address, as the idea that “however hard you try, you cannot motivate another human being” (Pershawaria, 2011) is widely accepted. Alqudsi-ghabra and Mansouri (2010) found that motivation varies based on the individual, necessitating customizing motivators to the individual. However, much research (Badu, 2005; Johannsen and Pors, 2002; Nkereuwem, 1992) finds that interesting, important work, and educational opportunities are common motivating factors. More importantly, motivational theory holds that intrinsic (non-tangible) motivators are most effective (Deci, 1975; Herzberg, 1966; Maslow, 1954). The task force kept this close connection between recognition and motivation in mind throughout our discussions, and the recommendations below reflect proposals that we hope will tie these important facets together.

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Interviews

- Conducted extensive interviews with nearly every staff member of the University Libraries.
 - Groups (usually departments)
 - Individual
- Extremely valuable way to tap the creativity of library employees and to gain insight into our needs
- Almost all of the recommendations are the direct result of an idea or concern raised in those interviews.

Final Report

18 pages

5 categories

21
recommendations

6 additional
considerations

Follow-Up Survey

Develop a series of planned events and activities

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Develop a program of regular departmental open houses.

A regular time would be set aside each month for departmental open houses. Departments would be expected to develop a brief presentation on the work that they do as a department and their major projects and initiatives, and provide introductions to each staff member and their individual contributions to the work of the team.

Must do this right away
 Need to do soon
 Good idea, but it can wait
 Low priority
 Other: _____

Do you have any comments on this item?

Develop a job-shadowing program

At departmental open houses (or shortly after, if someone had a conflict), individuals in that department would offer a signup sheet for a number of time slots for job shadowing, during which they would demonstrate a key aspect of their position (like planning for instruction, talking some through cataloging a record, demonstrating basic book repair, etc.). These would go into what is possible in a larger open house, and provide staff with an opportunity to see in one some of the work completed by their colleagues.

Must do this right away
 Need to do soon

Long list of recommendations – no clear priorities

Surveyed all library staff

Ranked items on scale of 1-4

For simplicity and easier differentiation, used sums of scores for ranking (scores ranged from 53-95)

Our Recommendations

Objective 1: Develop a series of planned events and activities

Develop a program of regular departmental open houses

- Importance to staff: 65
- Next Step: Up to individual units
- Update: None have been scheduled

Develop a job shadowing program

- Importance to staff: 56
- Next Step: On individual basis
- Update: None have been scheduled

Monthly social/networking events

- Importance to staff: 66
- Next Step: Time after all-staff meetings (more regular) and webinars for this purpose; consider other options over time
- Update: All-staff meetings have been successful opportunities for this, and Staff Development has been asked to do more; First Friday coffee get-together (Informal)

Objective 1: Develop a series of planned events and activities (cont.)

Plan small group field trips

- Importance to staff: 53
- Next Step: On hold
- Update: None have been scheduled

Plan regular departmental lunches with the dean

- Importance to staff: 75
- Next Step: Optional open meetings to be held monthly, alternating campuses
- Update: Meetings on one campus have been very successful, but attendance was very low on other campus; will likely change format

Objective 2: Formalize certain communication efforts

Provide more detailed and timely budget information

- Importance to staff: 95
- Next Step: Librarians' Council Budget and Fiscal Affairs Committee to work with Dean and ADAS on information and glossary
- Update: Glossary completed, more budget info available, still working.

Send regular announcements about major occurrences in the library

- Importance to staff: 93
- Next Step: Admin will begin sending out weekly library news.
- Update: Weekly "Coming Up in the Library" emails have been successful and well received.

Recognize individuals at all-staff meetings

- Importance to staff: 80
- Next Step: Started immediately.
- Update: Consistently done since proposed.

Objective 2: Formalize certain communication efforts (cont.)

Share more detail on day-to-day work in monthly reports

- Importance to staff: 71
- Next Step: Each unit should publish monthly reports that should include statistics and report on projects.
- Update: Some adjustments have been made, some units need to do better with this.

Use monitor in entrance to recognize individuals & major accomplishments

- Importance to staff: 60
- Next Step: Already being done for key recognition opportunities.
- Update: Continuing to use this as a tool.

Objective 3: Establish an organized internal professional development program

Establish a small group or an individual to be responsible for the coordination of training and professional development

- Importance to staff: 72
- Next Step: Dean will address this issue in the future.
- Update: Creation of a new position - Organizational Development Coordinator, effective beginning of 2014.

Develop a program of mandatory training for supervisors

- Importance to staff: 75
- Next Step: New mandatory HR supervisory training; create an internal group of supervisors; create an online space for documents with policies and procedures
- Update: Some supervisors piloting HR training; Internal group has met as needed; Policies etc. are part of work on another item

Develop a library-wide professional development program

- Importance to staff: 67
- Next Step: Will be coordinated by the person/team that is appointed for organizational development functions.
- Update: Organizational Development Coordinator has begun work on investigating needs and opportunities.

Objective 4: Encourage peer and end-user recognition for all library employees

Provide a thank you/comment box for the public in all libraries

- Importance to staff: 72
- Next Step: Boxes at service desks.
- Update: Online suggestion box created also; responses posted online

Provide a thank you/comment box for library employees

- Importance to staff: 69
- Next Step: Create an electronic means for library employees; suggested a director as coordinator
- Update: Library staff using the public box for suggestions; investigating JIRA for internal mechanism

Solicit nominations of library employees for major awards

- Importance to staff: 61
- Next Step: Already being done
- Update: One person won a major campus award for diversity; involve all staff in nominating colleagues

Objective 5: Change our processes to rectify systemic issues

Address inequalities (perceived and actual) in funding for travel and development through clearly articulated processes

- Importance to staff: 78
- Next Step: Provide information on how travel is funded for each fiscal year
- Update: Currently going into our first funding cycle since the recommendations – form has been revised

Develop a baseline job description to be used library-wide

- Importance to staff: 65
- Next Step: Dean to create a task force to develop a baseline job description of good customer service that can apply to all jobs.
- Update: Task force charge was approved, but formation of group put on hold.

Establish a mechanism for forming teams and task forces that encourages broader representation

- Importance to staff: 72
- Next Step: Formation process includes statement on how groups will be created. DAT to look at broader communications, etc. to solicit people to serve.
- Update: More careful consideration in forming groups, and more calls for volunteers rather than appointments.

Objective 5: Change our processes to rectify systemic issues (cont.)

Develop and maintain an orientation guide, outlining basic information helpful to all library employees

- Importance to staff: 85
- Next Step: Dean will create a Task Force to create a set of orientation materials and an ongoing plan for keeping it updated.
- Update: Nearly completed – draft has been circulated to supervisors.

Recognize anniversaries of all types of library employees in the same manner whenever possible

- Importance to staff: 75
- Next Step: Create an annual celebration of all significant anniversaries that would be held as part of one of our annual parties.
- Update: Tentatively planned for Libraries' summer picnic.

Additional considerations

During our information gathering, a number of excellent ideas were suggested, and some of those are either impractical at this time, or a violation of university policy.

- Establish a library-wide award or recognition program.
- Establish a staff advisory council.
- Provide additional merit and cost-of-living increases to library employees.
- Provide additional funding to support membership in professional organizations.
- Revisit the staff announcements newsletter.
- Increase libraries' support of major social gatherings.

You Might Consider...

Team
membership

Long term
follow-up plan

Setting clear
priorities

Interviews

Support from
all levels of
staff

Reasonable
charge and
timeline

Literature Review

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Questions?

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