TO: Sacramento Public Library Authority Board Members

FROM: Arevik Bagdassari, Director of Human Resources

RE: Staff Training Initiative

RECOMMENDED ACTIONS:

REASONS FOR RECOMMENDATIONS:

In addition to meeting core training needs, Human Resources acts as a resource to Public and Administrative Services departments in their organizational training efforts.

Organizational development and training emerged as prevalent themes in the Library's Internal Assessment. Effective staff development initiatives guide and encourage employees to develop their skills and capabilities on a continuing basis to improve the performance of both the individual and the organization.

Assessment Items regarding training included the following:

#89. Review the staffing levels in the Human Resources Department to determine if additional personnel are needed (PA 2-1A; Bagdassari - Mar 2009).

#92. Examine the need to fill the Training Supervisor position to design and conduct training programs (Bagdassari, Mar 2009).

Training programs at the Library have expanded over the last six years and are listed in Attachment A. New training needs arise on a continuous basis and include technology-based training (e.g. Office 2007, E'vanced, RFID, Web 2.0) and service-related training (e.g. New Model of Service, Customer Service). Although hiring is limited at this time, new employee orientation is also an important part of the training plan.

Initially, the responsibility of the Library's Trainer was to provide technology training to customers, which included basic computer skills, introduction to the internet and basic word processing. Since the beginning of the calendar year 2009, however, the Trainer has been focused on developing internal training programs and initiatives and has suspended offering public classes.

The Library's current focus – "27 Things" was launched on Monday, April 6 as a Web 2.0 discovery project, based on the successful "23 Things" project originally developed at the Public Library of Charlotte-Mecklenburg County. The library's "27 Things" gives staff the opportunity to learn about the current Web 2.0 tools on the Internet and have fun doing so. The objective of the project is to enhance

customer service in the area of technology skills and have fun at the same time. Nearly 150 employees have signed up to participate in this training effort.

To continue providing these types of opportunities for learning and growth while at the same time expanding more formal training efforts, the Library will need to increase its staffing allocation to include the Training Supervisor, which classification was approved by the Authority Board in November of 2006, and is currently unfunded.

A recommendation to fund this position and associated fiscal impact will be presented to the Authority Board with the preliminary FY 2009-2010 budget in May.

Coordinated Training Strategies

#93. Create a consolidated and coordinated training strategy that provides for the training needs of all staff members and ensures consistency of message, standardizes delivery, ensures qualifications of trainers, provides training follow-through, and ensures effectiveness of training efforts (PA 2-9A, PA 2-9B, PA 2-10; Bagdassari, Teichert, Landers - Mar 2009).

As libraries move in new directions, staff development programs can assist staff to prepare for changes in their current position and also prepare them for other positions within the library, whether on the same or different career ladder.

Effective staff development programs generally have six phases, the first of which is to prepare a needs assessment. Through the internal assessment process, satisfaction surveys, branch visits, a series of system-wide meetings, as well as the first series of training provided in February and March, a draft Training Needs Assessment has been developed (Attachment B).

The Library is continuing its efforts to “Establish an empowerment environment that fosters collaboration, knowledge sharing, open communication and recognition” which was discussed in the March Board agenda. This report listed training efforts that had been completed through the end of February, 2009. In April, the Administrative Services divisions - Facilities, Information Technology, Finance and Human Resources - received training on creating a culture of trust and respect and improving internal customer service.

On April 21, Library management participated in the next phase of training focusing on Management Skills. This training will be presented to supervisory staff on April 24 and 28, with follow-up training on June 3 and June 12.

#93b. Establish a method to improve the tracking of employee training records, possibly thorough a software solution (PA 2-9C; Bagdassari, Calderon - Mar 2009).

From 2001 through 2007, training efforts were captured and tracked using hard copy documentation and electronic databases such as Microsoft Access and Microsoft Excel.

Beginning in March 2007, the EDEN database was put into operation and has been used to record training since that time. Nevertheless, since training is provided by other divisions without direct HR involvement, capturing these sessions has been inconsistent. Furthermore, tracking of training efforts is not automated, and requires time consuming manual data entry into EDEN by the library's Trainer.

In its review of performance appraisal software, the Performance Appraisal and Recognition Committee included training as a highly desired component. A number of vendors provide software with the ability to track training and to link such training to the employee's annual goals.

#93c. Identify available resources that can be utilized for training, such as partnering with parent agencies, seeking to partner with other agencies, using in-house experts, and using Web-based training opportunities to supplement more traditional training methods. (Bagdassari, Management Council - Mar 2009).

The Library's Trainer has explored a number of possibilities to provide quality and affordable training to staff. **InfoPeople**, a training organization funded through a grant from the California State Library and targeted to libraries specifically, has been a major source for live and online library oriented courses. The Library has also partnered with the City of Sacramento for training through **City University.** With internet resources becoming increasingly abundant, the Library has identified and is now offering online training to staff through **WebJunction** and **LE@D**. The Trainer has provided training to staff and supervisors on the on-line opportunities

A small sampling of on-line training opportunities is provided in Attachment C.

#94. Develop a process to provide labor relations training to the branch services managers and supervisors (PA 2-14; Bagdassari, Phipps, Wood - Mar 2009).

Labor relations continues to be a core competency for managers and supervisors. Over the past five years HR staff has been assisting and coaching managers and supervisors on effectively managing operations within the guidelines of the Authority's collective bargaining agreements. The majority of basic issues are now being addressed outside of HR.

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Attachment A

TRAINING CURRENTLY BEING OFFERED TO LIBRARY STAFF

NEW EMPLOYEE ORIENTATION- ALL NEW EMPLOYEES

(Half day)

1. Introduction to the Sacramento Public Library
2. Online Resource Overview
3. Library Anti-Harassment Policy
4. Fundamentals of Microsoft Outlook
5. PC Reservation Software for Public Access Computers
6. EDEN Timesheet Reporting
7. Library Internet Access Policy

Immediately following the above Orientation Program, Public Services employees receive a three-hour training session on the "Basics of Using the Millennium (MilCirc) Database". Over a two-week period, said employees receive on-the-job training to prepare them to assume their new roles in Public Service.

NEW EMPLOYEE ACADEMY- ALL NEW EMPLOYEES

(Offered semi-annually; full-day workshop)

Includes but is not limited to the following:

1. Library Management Meet and Greet; Divisional Overviews
2. Diversity and Respect in the Workplace
3. Customer Service Issues
4. Sacramento Room Tour
5. Questions and Answer Session with Director of Public Services
6. Incident Reports and Safety in the Workplace
7. Ergonomics
8. Human Resources Meet and Greet; Question and Answer Session

CUSTOMER SERVICE TRAINING – MOST STAFF

- Providing Excellent Customer Service
- The Library's New Model of Service
- Dealing with Difficult Customers
- Telephone Etiquette and Tips

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Attachment B

DRAFT TRAINING NEEDS ASSESSMENT

Training for Managers and Supervisors

- Basic Statistics
- Basic Supervision
- Basics of Budgeting and Public Finance
- Communicating in Difficult Situations
- Convince and Influence Others
- EEO for Supervisors and Management
- Employment and Labor Law
- Interviewing Techniques
- Leading Change
- Leading and Motivating Teams
- Mandated Ethics
- Meeting Management
- Labor Relations and Managing through Labor Contract
- Performance Management
- Problem Solving for Decision Makers
- Project Management
- Providing Meaningful and Effective Recognition
- Problem-Solving and Decision-Making
- Rewards and Recognition
- Staff Retention
- Strategic Planning
- Supervisory Skills Questionnaire
- Understanding Library MOUs

Safety Training

- Back Safety
- CPR/First Aid
- Defensive Driving
- Forklift
- Hazardous Waste/Spill Clean-up
- Ladder Safety
- Library Skills Training: MillCirc, New Model for Service, 17 Secrets (public catalog and database skills), Marketing and Effective Programming, Outreach, Community Engagement, 27 Things (Web 2.0).
- MSDS
- Personal Protective Equipment
- Power Tool Safety
- Problems/Trends in Automation
- Turnkey Transition Training
- Writing Grant Proposals

All Employees

- Balancing Work and Home
- Bridging Culture, Gender, and Generation at Work
- Conflict Resolution – Building a Workplace of Mutual Respect
- Delivering Outstanding Customer Service
- Effective Oral and Written Communication Skills
- Library Policies and Programs and Procedures
- Managing Stress, Change and Time
- New Employee Orientation
- Office 2007
- Web 2.0
- Performance Management
- Preventing Sexual Harassment
- Preventing Violence in the Workplace
- Respect in the Workplace
- Seven Habits of Highly Effective People
- Teambuilding for Productivity and Morale

Attachment C

ONLINE COURSES AVAILABLE TO ALL LIBRARY STAFF

WebJunction (Number in parentheses indicates number of courses on topic)

Application Software Adobe Acrobat (8) Crystal Reports (2) Databases (19) Desktop Publishing (12) Excel (25) Flash (3) Graphics (13) Microsoft Office (general) (4) Outlook (23) PowerPoint (13) Project (16) Visio (6) Word (29)	**Customer Service & Interpersonal Skills** Communication (11) Customer Service (13) Ethics & Values (6) Interpersonal (40) Learning (personal) (17)
Library Management Advocacy & Outreach (1) Budget & Finance (13) Facilities Management (6) Friends & Trustees (1) Funding (1) Marketing (10) Policies & Procedures (3) Rural & Small Libraries (1)	**Learning and Training Online: Skills/ How To** InSync Synchronous Learning (1)
Library Services Children (5) Reference & Information Resources (3) Technical Services (3) Young Adults & Teens (2)	**Networking & Security** Email Systems (9) General Networking (9) General Security (17) Servers (20) Telecommunications (3) Wireless (5)
Operating & Automation Systems Linux (23) Windows (17)	**Organizational Management** Leading Organizations (26) Legal Responsibilities (7) Project Management (21) Strategic Planning (12) Personnel Management Hiring (6) Staff Training & Development (16) Supervision (18) Workplace Safety & Compliance (18)

Technology (general)	**Web Design & Development**
Basic Computer Support (4)	Web Design (33)
Hardware (4)	Web Development (19)
Technology Planning (16)	
Video (5)	

Library-Specific Courses Available from LE@D

Basic Budgeting
Become an Effective Trustee
Capturing History: Digitization Projects
Copyright Basics for Libraries
Copyright Issues in the Classroom and School Library
Creating and Maintaining an Engaging School Library Website
Creating Collaborative Lessons in the Elementary School Library
Creating Collaborative Lessons in the Secondary School Library
Creating Compelling Programming in Your School Library
Ethical Standards for Library Leadership
Ethics in the Real World: Library Case Studies
Financial Management
Gifts for Libraries: Be Careful What You Wish For
Grant Writing Basics
Harnessing the Internet
Improving Co-Worker Relations
Improving Your Communications Skills: Presentation Skills for Librarians
Influence: Even When You Don't Have Power or Authority
Info-Age Etiquette
Keeping Your Library Looking Good
Leadership in Libraries: Becoming an Everyday Leader
Library Privacy and Confidentiality: Law and Policy
Managing Difficult Patrons with Confidence!
Microsoft Office 2003: Excel
Microsoft Office 2003: PowerPoint
Microsoft Office 2003: Word and Publisher
Microsoft Office: Using Templates in Word and Publisher 2007
Multicultural Literature for Children and Young Adults
Providing Excellent Customer Service in a Multi-Cultural Environment
Reaching Reluctant Readers
Reaching Teenagers
Retailing Methods and Techniques in Libraries
RFID Technology
Saturate Your Knowledge, Not Your Fat Intake
Trends in Children's Literature
Understanding Budgets
Using Databases
Volunteers: Recruitment, Development, and Supervision
Weeding: It's Not an Option