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Library-wide Training plan summary for time period covering June 1993 through December 1993.

--prepared by Bob Diaz, Assistant to the Dean for Staff
Development, Recruitment and Diversity

January 31, 1994

Introduction: This is an overview of all staff training and related events held in the University Library from June 1993 to January 1994. (There are one or two exceptions to this time line). The outline of the report follows that in the Library training plan written (see attached) over the Summer and Fall of 1993. Included in this document are site visits by our staff to other institutions, funding given to individuals to develop specialized skills and expertise, and consultant/speakers brought to the Library over the past six months.

Review of training plan assumptions: Most of the assumptions outlined in the training plan have held true over the last six months. However, Assumption #4, which states that every employee will be required to attend basic library orientation training, known as foundation training, needs to be revisited. There has been some resistance to the concept of "required training". Dean's Cabinet/team leaders need to either support this assumption and work with their teams on understanding the logic behind required training, or work with me on finding other ways of getting staff trained.

Library Team Leadership Training

Objective: To prepare team leaders to perform new role expectations by introducing them to basic TQM-related concepts, including teambuilding, coaching, types of decision making, effective meeting and facilitation skills as well as other leadership responsibilities. For Dean's Cabinet an additional objective is to begin the teambuilding process.

Facilitator/Trainer: Michael Ray

Training dates for Dean's Cabinet: July 14, 15, 28, 29.

Number of people trained: 14

Training dates for Work Team Leaders: Sept. 22, 23, Oct. 19, 20.

Number of people trained: 24

Summary: This training proved to be a very good start for Dean's Cabinet. Yet, as time has passed, we've realized that there is still quite a bit of training that we need, particularly in the area of communication. Work team leaders had a more difficult time focusing on the training.

Team Development training:

Objective: To introduce all staff to basic concepts related to teams and team development by exploring what individuals bring to teams (MBTI), exploring the stages of team development, and beginning the team building process for each team.

Facilitator/Trainer: Maureen Sullivan, Shelley Phipps
Training Dates: August 11 and 12, 1993
Number of staff trained: approximately 185.

Summary: In August, Maureen Sullivan conducted a 1.5 day workshop for the entire staff. Included in this workshop were the Myers-Briggs Type Inventory, the Parker Team Player survey, and a consensus decision making exercise as well as a review of the Library's mission, vision, and aspiration statements. Teams also began writing draft mission statements. Evaluations of this session were mixed.

Meeting and Facilitation Skills Training:

Objective: To teach staff new techniques for working in teams. These techniques include facilitation skills and effective meetings practices.

Participating and Leading Effective Teams:

Objective: To introduce staff to basic facilitation skills and to explore characteristics of ineffective and effective meetings.

Facilitators/Trainers: Chuck McDuffie, Bob Diaz
Dates workshop held: 3/29, 5/6, 6/10, 7/20
Number of participants: 68

Summary: As a precursor to CORE's offering of effective meetings training, Bob Diaz and Chuck McDuffie designed a three hour workshop for staff on facilitation and effective meetings skills. The goal of these sessions was to introduce staff to basic facilitation skills and to explore characteristics of effective vs. ineffective meetings. Feedback from staff was overwhelmingly positive.

Effective Meetings training for all staff (CORE's Version):

Objectives: To have all staff attain basic skills as meeting participants and facilitators by introducing a variety of tools and concepts in order to make library meetings more effective, efficient and worthwhile.

Facilitators: Chris Lugo, Kim DeLong, Ruth Ann Fowler, Carol Elliott, Julietta Gonzalez.
Training dates: 10/22, 11/8, 11/30, 12/14, 12/17, 12/21, 1/20, 1/27.

Number of staff trained: approximately 180

Summary: Dean's Cabinet determined that the effective meetings training offered by CORE was something that all staff ought to attend. To date, a majority of staff (approximately 180 people) have attended. A make-up session will be held in February for those yet unable to attend. As noted earlier in this document, there has been some resistance by staff to these workshops, primarily because we have made them mandatory. This is one of a number of possible reasons, however, for this resistance. I fear there are other reasons as well that need to be articulated and dealt with. Evaluations were mixed, but mostly positive.

Diversity training:

Objective: To offer to staff opportunities, in a variety of forums and formats, for understanding the issues related to diversity in order to move the Library toward the development of a multicultural organization.

Summary: To date, the Library has held a number of diversity training events and programs. These include a summer diversity film series, three Diversity Roundtables, a workshop on classism in the Library and training for Dean's Cabinet and members of the Diversity Council. Plans are in the works for a follow-up training session for team leaders and the Diversity Council as well as for training for all staff in this area. (Noteworthy during this period was the addition of seven new members to the Library Diversity Council. This group is cohesive, energetic and committed to both addressing diversity issues openly and honestly and to offering staff a variety of training opportunities in the area of diversity.)

Sessions held:

Consultant visit:

Karen Downing and Lester Reffigee from the University of Michigan Undergraduate Library.

Objective: To share the knowledge and expertise in the area of diversity with members of the UA Library staff.

Summary: On June 11, 1993 the above two visitors gave a presentation to twenty members of the UA Library staff on the diversity programs underway at the University of Michigan Libraries. Downing and Raftage also met with the Library Diversity Council and with Mark Winston and Mimi Hernandez to compare notes on the Peer Information Counseling programs and other diversity efforts at the UofA and at Michigan.

1993 Summer Film Series:

Unlike previous Diversity Film Series' sponsored by the Diversity Council, this one had no particular theme per se.

Films shown in the summer months of June, July and August included Right Out of History (about Judy Chicago's artwork The Dinner Party), Tongues Untied (about African American gay men), The Lemon Grove Incident (about discrimination against Mexican Americans in 1930's California), Salt of the Earth (about the role of women in a New Mexico miner's strike in the 1950's), I Never Planned This (deals with aging), and Daughters of the Dust (about African American women and issues of culture).

Numbers of staff in attendance: approximately 6 at each film, for a total of 42.

Summary: While the overall quality of all the films was very high, attendance at this particular series was disappointingly low. This has led the Diversity Council to consider dropping the film series from its list of planned activities.

Diversity Roundtables:

Objective: To offer staff opportunities for dialogue on a variety of diversity issues.

Roundtables held:

Demographics of Arizona (August 10)

Number in attendance: 20

Guest Speaker: Linda Strock, State of Az. DES.

Judaism (October 19)

Number in attendance: 20

Guest speaker: Rabbinic Aide ?? don't remember her name

Multicultural Families (December 14)

Number in attendance: 16

Guests: Two Presbyterian ministers?? don't remember their names

Summary: This series of events has been very successful. In each session, guest speakers were brought in to share their knowledge and expertise with staff. The Diversity Council has decided to continue these throughout 1994.

Classism Workshop:

Objective: To examine the implications of socio-economic class issues and how oppression from classism can affect interpersonal relations with co-workers and patrons of the U Library; to find common ground through acknowledging diverse perceptions and experiences with respect to individuality.

Facilitators/Trainers: Don Body and Roxanne Kibben.
Date held: Sept. 8, 1993
Number in attendance: 17

Summary: This session allowed participants to explore the issue of classism, to share their backgrounds with one another and to look at how our assumptions about others affects our work. While not as well attended as we would have liked, evaluations of the program indicate it was a success nevertheless. Body and Kibben are were excellent at making people feel safe and trusting enough to open up and share.

Diversity Training for Dean's Cabinet and the Library Diversity Council:

Objective: To understand what diversity is, to understand why we need to be concerned about diversity in the workplace, to learn new ways of addressing diversity and to brainstorm an action plan for next steps.

Facilitators/Trainers: Kit Taylor and Terri Riffe
Date held: 11/15/93
Number of attendees: 25

Summary: The reactions to this introductory session as indicated in the evaluations received were positive. However, after a follow-up discussion with both groups, there was consensus that more training in this area was needed. As followup, another training session with another facilitator, Connie Gajewski is now in the planning stages and will be held on January 31 for members of Dean's Cabinet. Training for the Diversity Council has yet to be scheduled.

Diversity/Creativity Training for Diversity Council:

Objective: To assist Diversity Council in developing as a team; to develop rapport and group solidarity.

Facilitator: Vivian Sykes
Dates of sessions: 12/6 and 12/7
Number of attendees: 10

Summary: Vivian Sykes was very well received by the Diversity Council. In this session, much emphasis was placed on creativity, which in a roundabout way, helped in the teambuilding process for this group.

Personal effectiveness skills:

Objective: To provide staff opportunities for improvement/growth in the way they handle/deal with issues. Topics in this module include stress reduction, possessing a positive attitude, time

management, and creativity.

Summary: Since June, the Library has sponsored a number workshops related to personal effectiveness. Many of these workshops were designed with the knowledge that the Library restructuring process was stressful for many in the Library. Included were workshops on possessing a positive attitude in the workplace, a relaxation skills seminar, creativity workshops, and time management training for people on split assignments.

Sessions held:

Possessing a Positive Attitude in the Workplace:

Facilitator: Dean Hebert:

Date of session: June 8, 1993

Number of participants: 20

Objective: To present staff with a model for understanding how their attitudes are formed and to provide staff methods for taking control of and responsibility for their own attitudes.

Summary: Dean Hebert's sessions have been very upbeat and positive. This session proved to be helpful to people in a time of great stress.

Relaxation Skills Seminar:

Objective: To teach staff ways to relax through the use of breathing exercises and yoga techniques.

Facilitator: Chuck McDuffie

Date of session: June 24, 1993

Number of attendees: 10

Summary: According to the evaluations received, this session was very helpful to those that attended. Recommended for others. A repeat is due.

Time Management training for people on split assignments:

Objective: To provide people on split assignments methods for dealing with multiple priorities and commitments.

Facilitator: Kim DeLong

Date of sessions: 10/12 and 10/14

Number of attendees: 28

Summary: Overall, a successful session. However, according to feedback from the facilitator, time management was not the only issue the attendees wanted to discuss. Many participants were dealing with the change and grieving process and as a result spent time venting.

Creativity workshops:

Objectives: To give staff a "taste of creativity" to show the power it can have in helping them professionally and personally.

Facilitator: Vivian Sykes

Dates sessions held: 12/6, 12/7, 12/8

Number of attendees: 56

Summary: Overall, these sessions were evaluated very enthusiastically. A key issue that came out of these sessions was "how do you balance work with time for creativity?"

Communication Skills:

Objective: To offer staff opportunities to improve skills in interpersonal and organizational communication so that effective communication is practiced at all levels of the organization.

Summary: To date, there have been a number of communication skills workshops offered. In addition, three members of the staff have received staff development funds to attend workshops in this area. Even so, as the Library moves forward in the restructuring process, it has become quite evident that more emphasis needs to be placed on training in effective communication, specifically in the area of conflict resolution.

Sessions held:

Negotiation Skills workshops:

Objective: To help staff prepare for situations in which negotiation skills are needed. Focus is on doing one's homework before the negotiation process begins, negotiation communication skills, assertiveness in negotiation, a negotiation action plan and analyzing a mock negotiation situation.

Facilitator: Chuck McDuffie

Dates of Sessions: June 16, November 4 and 10

Total number of attendees: 44

Summary: Reactions/feedback to these sessions were very positive. These sessions were intended to assist staff in the reassignment process and in the job negotiation process. Examples used in the mock negotiation sessions were tailored to the Library by the facilitator.

Ombudsteam Training:

Objectives: To help the Library Ombudsteam understand their role in the reassignment process, to help the team develop problem solving skills, effective listening and communication skills, and

to understand and work with people who experience loss and change.

Facilitators/Trainers: Don Body and Joel Sandowsky
Dates of sessions: June 15 and 18, 1993
Number of attendees: 16

Summary: A very useful and well received session. The skills learned in this workshop proved very useful to the Ombudsteam. Also in attendance were some of the members of Dean's Cabinet. A number of people have suggested that more staff, specifically work team leaders, attend this training.

Conflict Resolution workshop:

Objective: To provide staff some basic tools and methods for dealing with conflict in the workplace.

Facilitator/Trainer: Chuck McDuffie
Date of session: July 27
Number of attendees: 18, (4 alternates)

Summary: A useful session, but a challenge for the facilitator, since this workshop was held in the midst of the reassignment process and stress levels among the staff were particularly high.

Conflict: A New Mindset:

Objectives: To discuss conflict as a way to increase the success of the team; to discuss ways to deal with conflict, passive and aggressive behavior; to identify ways that a team can increase their openness with eachother.

Facilitator: Margaret Dykinga
Date of session: 12/8
Number of attendees: 9

Summary: This workshop was held specifically for the Library Support Team. It was very well received. Ms. Dykinga was excellent and did a superb job working with this team. Other team leaders have requested that Ms. Dykinga conduct this workshop for their teams.

Computer Skills:

Objective: To offer staff opportunities to enhance and improve their computer-related knowledge and skills.

Summary: Because SABIO implementation took quite a bit of effort and time, computer training during the Summer months was slow.

However, since the Fall, Jennifer Cox, Stuart Glogoff and others have offered a number of basic computer and automation related sessions for our staff. Jennifer is working on getting more "automation" related workshops ready. These will include workshops on Windows and the Internet. Staff have also received funding to attend workshops on campus and in the community in a number of software packages including Wordperfect for Windows, Paradox for Windows, and Excel 4.0.

Sessions held:

Electronic Mail workshop for QVTNET users:

Objective: To introduce staff to using QVTNET for electronic mail.

Facilitator/Trainer: Jennifer Cox
Dates held: 11/22, 11/23, 12/20
Number of attendees: 33

Summary: Very well received sessions. Staff are interested in advanced training.

Electronic Mail workshop of Procomm Users

Objective: To introduce staff to using PROCOMM for electronic mail.

Facilitators/Trainer: Jennifer Cox
Dates held: 11/18, 11/19, 12/21
Number of attendees: 20

Summary: Very well received sessions.

Exploring the World of Computer Networks Videoconference:

Objective: To explore how to enhance teaching, learning, and researching with computer networks; how to take advantage of the vast resource available via the Internet; the future of the Internet; and the future of the national information structure.

Facilitator/Trainer: Various individuals
Date session held: 9/30/93
Number of attendees: 10

Summary: The Library co-sponsored this videoconference with CCIT and other units on campus. While many people expressed interest in attending, only a few showed up. Overall, not as successful an event as we had hoped.

Training for professionals and other specialized training needs

Objective: To provide staff opportunities to develop the necessary in-house expertise in new areas of knowledge so that they can do their jobs effectively in the new organization.

Summary: While workshops per se have not been offered in this area, funding has been made available through the special workshops fund for people to attend workshops and make site visits to institutions doing things in which we are interested. Consultants and speakers have also been invited to visit the University of Arizona Library to share their expertise with the staff. The following is a list of workshops and site visits attended by staff in the last six months as well as a list of consultants/speakers the Library has brought in .

M Winston: Snowbird Leadership Institute
S Moore: MARC Format Integration Workshop
B Allen: Grant writing workshop
J Diaz: Management Skills Institute
J Fore/C Russell: Undergraduate Services site visit to Ohio State
C Kollen: ARL/GIS workshop
M Taleb: TQM workshop

Speakers/Consultants:

Barbara MacAdam: presentation on undergraduate services (6/11/93)
*Claire Macha: presentation on knowledge management (7/13/93)
Chris Sherratt: presentation on needs assessment (1/7/94)
Liz Bishoff/Laura Kimberly: presentation on OCLC and Amigos
1/10/94

Other specialized sessions:

Adult Learning and the Reference Training Process:

Objective: To introduce in-house trainers to adult learning principles.

Facilitators/Trainers: Shelley Phipps and Terri Riffe
Date of session: Fall, 1993
Number of attendees: 24

Summary: This training session was held specifically for individuals who would be conducting Type II training in Integrative Services. Overall, a successful session.

New employee orientation:

To date, this area has not been covered. This issue is on the staff development agenda and will be addressed this Spring.

Supervisor Training:

As mentioned earlier, "work team" leaders have attended four days worth of training, conducted by Michael Ray. Included in this training were issues dealing with "teambuilding, empowerment, and effective meetings".

There have also been at least three Supervisor's Roundtables held over the last six months. These informal sessions have dealt with the organizational restructuring, empowerment and active listening. While the intent of these sessions has been to offer supervisors a forum for looking at issues that affect them, they have not been well attended, overall. Another problem is that reliance upon the Staff Development Librarian to coordinate and schedule these sessions has resulted in a number of them being cancelled due to illness or vacation. Recently, three concerned supervisors visited with the Staff Development Committee to address ways in which these sessions might prove to be more worthwhile. One idea was to allow supervisors/work team leaders an opportunity to coordinate these sessions themselves. This has yet to happen.

Summary remarks:

Over the past six months many training opportunities have been made available to staff. However, because everyone has been so busy, many individuals did not take advantage of these opportunities, even though all of them were announced in advance and in as many forums as possible. It is clear that more training is needed if we are to successfully make the transition from the old to the new. Finding time for the training will be a major challenge.

Other issues that need to be addressed in the future include the notion of "just in time" training, that is, offering training at the time of need for those who need it, and the issue of "transfer of learning". These two concepts will be addressed in the coming months. Bob Diaz will work with Shelley Phipps to identify strategies for incorporating these concepts into future staff development programming.

Upcoming training events:

While we have yet to determine a timeline for the following training events, these are the sorts of sessions we are working on getting set up:

Conflict resolution training for teams: Don Body

Models of decision making: Terry Mazaney

Effective Customer Service: Someone from Employee Training

Dealing with Change: Someone from Employee Training

Continuation of Effective Meetings training: at least one makeup session needs to be planned

More computer/automation related training

Diversity Training for all staff

Continuation of Diversity training for team leaders and Diversity Council

More Diversity Roundtables

More Supervisor's Roundtables

Needs Assessment training

Training in Process Improvement: I don't know what the status of the Council on Library Resources proposal is at this point, but if it is funded, there will be training involved, which will need to be coordinated in conjunction with what is already planned. I will continue to update you regarding a timeline for any upcoming training events.