

Library Employee Training Survey Results

Planning Strategic Initiative Coordinating Committee 16/18

Stated Survey Goal

“This survey is intended to identify training needs and concerns among library employees (faculty and staff). Several possible training priorities have been identified by the committee and are outlined below. Please rate these recommendations according to your interest level and perceived relevance to your job standards. Additional comments may be included by checking the comments bullet (in addition to the ranking bullet). Ratings are not required for items 1 and 6 [and 16-19], however, your comments are requested.”

Total Number of Respondents

A total of 45 people participated in the survey.

Summary of Results

1. Employee orientation

A library wide orientation program is being developed for all new library employees to help familiarize them with the library and to disseminate needed materials related to their library employment. This program will include the development of an employee information packet and handbook. New and existing employees will be given a manual which would contain information regarding library policies and procedures related to their employment. Uniform policies and procedures will be established and reviewed with new employees. Please suggest items to be included in this program:

Rank: N/A

Total responses: 28

Comments:

- 1 sick leave/health, counseling, and travel rules
- 2 typo in the 7th line "related". OK now I'll get serious. I suggest that it be kept pretty basic. New employees are already overwhelmed with information from the University. I think that something online that they can refer to when they need the information would be more useful than more handouts.
- 3 library privileges, release time for classes, prohibition of scent products, food and drink policies
- 4 I think new employees should be taken to each department and introduced and also be given a brief description of the function of each department in the library.

- 5 Evacuation procedures
- 6 Who to contact and where to go in the event of an emergency.
- 7 In no particular order: library newsletters; library floor plans; tips on how to fill out time sheet. How about putting all (some) of this stuff in a folder with UA seal on it?
- 8 Current circulation policies for fac/staff, including detailed info on AV materials. Ditto Interlibrary Loan. Emergency info... phone use info? location of first aid supplies how to answer library phones food & drink, dress policies copies of the paperwork needed for requesting tuition reduction, leave time. Some kind of contacts list thing might be nice...though to do it for the whole library (or whatever other questions) would be asked might be too much. But it's confusing knowing who to ask about stuff. I seem to be suggesting things for the info packet rather than the whole program...oh well. Besides the obvious, which I'm sure you already have thought of... Parking and transit info? List of the closest restaurants?
- 9 1. human resource things (leave, comp time, hours/lunch time) as apply to the library. 2. Chains of command (who is whose supervisor in the larger picture of the library).
- 10 Clear maps and directories Current library schedule: hours, days, closings; requirements for borrowing, copying
- 11 Map of the library
- 12 Welcome letter. A visitor parking tag to allow time to get their own.
- 13 Contact persons in other departments for special inquiries, etc. It helps to know what other people do. It would be good to know about all departments and branches, where they are and what they do in general.
- 14 library administrative memoranda that are still current; info on the staff lounge; code of computing practices; basic info on windows 2000 logins and computer support in the library; emergency procedures; patron response forms (complaints); a tour of the library and departments (weekly time for any new employee to see the library?); personnel paperwork such as monthly leave slips, pay advices, etc.
- 15 Question: I know you said "all new library employees", but are there going to be different sections in the manual that are pertinent only to work-study, hourly, appointed and non-appointed employees?
- 16 computer, food & drink, organizational chart, who does what in emergencies, where to report problems, how student employment operates and who is responsible, phone list
- 17 sample forms (i.e., travel, leave slips, etc.) should be included
- 18 Information -from the Director's Office- about how to do monthly time sheets, leave w/o pay, time for classes, etc. A session should be had first, though, with supervisors on this. A general tour of the library, and branches, if relevant.
- 19 maps of campus, racing form--to explain what that is and the discount form for employees taking classes
- 20 It would be helpful to know about scented products. There are employees in some departments that wear them. I love wearing perfume, but I don't. Also, it would be important to have Staff Concerns Council put back into place. It is alarming to no longer have a place to discuss issues.
- 21 As a fairly recent new hire, it would have been nice to have received information about the library's policies and procedures, it would also have been nice to have introduced to other departments.
- 22 Time off for classes. Hours, flexible or not, breaks and lunch. Scent policy. Food in library. Goals and mission of library and department
- 23 Map of building; organization chart; list of employees by department and by name; list of employee e-mail addresses & instructions for obtaining updates; history of the library; list of Library organizations & library-related organizations they can join--Staff Concerns Committee, Initiative Groups (if that's possible), ALA, ArLA, ALPS, etc.; building hours; FAQ and/or tips for getting off to a good start
- 24 Include the following: (1) Tour during the first week of employment (2) Reception for new employees held once every 3-6 months (3) Web version of the library's employee manual and a paper version in every department (4) library terminology and location information (5) organization chart and key (6) Directions to the Web page, its contents, and especially how to view the Virtual Tour, Guides and How To's including Jumpstart!
- 25 Aren't most of these available on the web and would not a session on how to use staffweb and the university's home page be a more logical method to train since I will also provide examples of how to use and find information as well as the information itself.
- 26 make handbooks, manuals, notebooks, etc. online WHENEVER possible as things change frequently
- 27 Location of classrooms in library

28 Let new employees know how many Departments the library has and what there activities are.

2. Mentor/advising programs

A library advising team would be in place for new employees. Members of the advising team would mentor or assign mentors for all new employees. New employees could ask their mentor questions related to library work or campus information, etc.

Rank: 9 (tied with question 14)

Total responses: 42

| | |
|--------------------|----------|
| Not Relevant | 9 (21%) |
| Somewhat Important | 18 (42%) |
| Very Important | 15 (36%) |

Additional comments:

- 1 esp. for brand new librarians
- 2 These are grownups we are dealing with, so I would expect them to ask. If they won't ask their co-workers now, I don't think that they will ask their mentors. I think it would be a waste of time in addition to treating people like children.
- 3 Mentoring should come from your supervisors and peers to develop a good working relationship. Mentors are only good if they are volunteers.
- 4 If the training program does what it should, it is in itself a mentoring program
- 5 I think the only reason I don't rate this as "very important" is that some of this stuff is already unofficially carried out by co-workers/supervisors--my LATs (this is Kate speaking) have always been good about asking questions of myself or their fellow-workers, and I am careful to tell them that it's appropriate for them to ask any and every question. But perhaps not all supervisors are as enlightened as I am (she said modestly), in which case assigning a different mentor might be even more important.
- 6 Getting staff together frequently so that friendships can be made would be more helpful to me because I might not ask a stranger, mentor or not, some questions, if I weren't comfortable with that person.
- 7 All co-workers should willingly answer questions or provide information to new people.
- 8 Shouldn't the new employees' immediate supervisors provide this information, especially the part related to work?
- 9 Most people seem to find a mentor anyway, but this is still a good idea.
- 10 Could be connective, but could also be a pain for both ends.
- 11 some staff positions have such high turnover that this might be hard to carry out. Perhaps better to have monthly meetings for all new employees to meet others and discuss issues/questions that have come up?
- 12 I could have rated this "extremely important"
- 13 This would be very helpful.
- 14 It's a good idea, as long as it's not abused by the new employee or the mentor. I would rather see one or two people (such as personnel) be able to answer most of the questions. I would think that they would have a good handle on information about paychecks, who to talk to about certain information regarding campus information. .
- 15 Don't see that it needs to be that organized but I'm probably wrong
- 16 I think this would be very helpful. Having someone from the same area (public service or tech services) but not necessarily the same department might be very nice.
- 17 This is needed! The school districts have this type of program for new teachers (in some schools). It would be great that every individual in the library would have a chance to mentor a new employee.

- 18 New employees have an introduction at Human Resources when they start work. As for a mentoring program, I believe the hierarchy within each department provides information on who goes where if they have questions.

3. **Communication, cooperation, and interaction (among departments)**

Activities and documentation that promotes a healthy interpersonal relationship between departments and employees. Activities may include "get to know other departments" and the personnel employed in these departments. Documentation may include a number of things such as reviewing basics of interpersonal skills, procedures in communicating with other departments. Human Resources or other speakers may be invited to the library to present a "how to communicate, cooperate, and interact" that includes role playing, etc.

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| Rank: | 6 |
| Total responses: | 43 |
| Not Relevant | 4 (9%) |
| Somewhat Important | 18 (42%) |
| Very Important | 21 (49%) |

Additional comments:

- 1 uneven communication is one of the biggest deficits in this organization.
- 2 Another make work project.
- 3 No role playing, as it places some people in an uncomfortable, sometimes defensive, position.
- 4 No role playing
- 5 More social interactions between departments; get to know new employees, new employees in other departments should be exposed to what is being done in every department in the library.
- 6 I dislike role playing things intensely. It would be helpful to know other library employees if for nothing else than security--who is that walking back in the staff only area? I know most faces but not names or departments the faces belong to.
- 7 Communication is usually not one of our strengths as a staff.
- 8 Several times in the past, I have been sent to another person/department without knowing the face of the person for whom I was looking.
- 9 I'm interested in increasing interpersonal relationships between departments, but not interested in the speakers.
- 10 Again, this has the potential to be either very informative or insulting, depending on how heavy the "documentation" focus..
- 11 I've been here 4 years and still don't know names with faces in some areas.
- 12 This has been needed for years.
- 13 I would rather see us cross-train or observe for 30 minutes a month what another employee does in another department. I think that we all get so hung up on "our" department that we forget to look outside of our department. I would rather see us have interact with learning what another employee does. I would also like to see a "break time" where there are treats provided and a way to socialize with others outside of the department
- 14 I think it's beneficial to society to develop healthy workplaces.
- 15 I think it is courtesy for all new employees to be given a tour of the library and to be introduced to all departments as time allows.

- 16 Anything that promotes knowledge and cooperation across the Library instead of an "us against them" or an isolationist attitude should make for a more effective and more harmonious workplace.
- 17 Review of interpersonal skills would be very beneficial to employees especially if these presentations could be scheduled during the first year of employment
- 18 Our communication skills within and between departments and divisions are often set by the leadership we have. I don't want to "get to know" other members of the library. I do want to know why we do things the way we don them and if there are logical, efficiency and speedy ways to correct perceived problems. Our interaction often either stalls out or becomes an excuse for more meetings. We often "cooperate" so much we don't make a decision or take advantage of those who won/can't speak up or just let inertia take its place.
- 19 fairness is very important.

4. Ergonomics

An effective ergonomics program which would include: management leadership and employee participation, hazard awareness and identification, training, medical management, job hazard analysis, hazard prevention and control, and program evaluation.

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|-------------------------|----------|
| Rank: | 3 |
| Total responses: | 43 |
| Not Relevant | 2 (5%) |
| Somewhat Important | 18 (42%) |
| Very Important | 23 (53%) |

Additional comments:

- 1 I generally think these are a waste of time because a lot of the problems are due to bad personal habits that people don't want to change. They just somehow want the Library to solve a problem then are exacerbating by poor work habits.
- 2 Having an actual person who is qualified (and willing) to come and evaluate workstations etc. would be GREAT. There is a limit to what we can do on our own. I think this is a tremendously important issue.
- 3 I fully support this. We have many repetitive movement jobs/tasks
- 4 This should be an administrative responsibility.
- 5 parts of this relate to handling emergency situations and are very important.
- 6 Staring at computers for 8 hours, we need to know proper seating, monitor etc.
- 7 Occupational safety in any workplace, is a primary consideration. It is cost-effective, and helps make a healthy work environment.
- 8 Many employees do not know that their chair can be adjusted. Important especially to those who have to sit at a computer for most of their work.
- 9 Is there such a thing as an effective ergonomics program! With regard to tables, chairs, computers, etc. we seemed to have moved on the one size fits all.
- 10 To know who deserve management leadership.

5. Technology training program

Technology training would include programs covering topics such as Safari, e-mail, HTML & Internet, Microsoft Office (Access, Excel, PowerPoint, Word), multimedia programs

(Photoshop, etc.), and specific training for library technology such as Infolinks and OCLC.

Rank: 1
Total responses: 43

| | |
|--------------------|----------|
| Not Relevant | 0 (0%) |
| Somewhat Important | 6 (14%) |
| Very Important | 37 (86%) |

Additional comments:

- 1 Very important for some folks, less so for others -- but the employees should be able to choose training if they are interested.
- 2 The more access to technology, the more training needed.
- 3 Of the utmost absolute importance!
- 4 And not just one "intro" class. We need in-depth training for those interested, as in advanced courses. Then we need the opportunity to use these new skills by having opportunities to advance.
- 5 Staff need adequate training and also to understand that technical competence is part of their job responsibility. The training should be specific to their assignments, with opportunities for professional growth as well.
- 6 Primarily, I learn by doing. While the trainings are good, if they are not put into practice immediately for some reason, I lose what I have learned.
- 7 Important for all staff, not necessarily just new staff.
- 8 I think this will be invaluable for us all.
- 9 who would do this? can we rely on computing services' classes for much of this? or computer-based training? Infolinks would be more important in this category
- 10 have tech liaison in each department
- 11 Library employees need to have a variety of programs that they can attend and receive credit. Many times employees only get snippets through their co-workers about how to use specific software. Also, open up to employees and make available clip art, information on how to scan, print an image in color, and use programs such as photoshop. Employees in the library are asked by their department head or supervisor to make signs or use graphics. Employee access is very limited to these types of features as if it were a classified secret. Given that the cost of color cartridges and scanners are somewhat expensive. If the library owns the tools, allow the employees use them and be given information on the proper way to scan, use graphics, and print in color!
- 12 everyone should get basic training in these programs
- 13 I thought this was supposed to be one of the responsibilities of the Systems department from the start. I'm not faulting them but, like many other ideas to improve communication, ergonomics, etc., who has the time to do this and who is going to see an increase in their pay for doing it.
- 14 should be job-related to be useful

6. Infolinks

Infolinks training might include general information about various subsystems (Circulation, Cataloging, etc.) and using Infolinks for academic/personal research. Please suggest possible topics below.

Rank: N/A

Total responses: 15

Comments:

- 1 The items already mentioned are indeed the most important.
- 2 Good idea. What to include may directly relate to a person's needs, responsibilities, or interests.
- 3 I'd just like to know the full range of possibilities on Infolinks.
- 4 People NOT in Ref or Circ should have a basic grasp of searching and the possibilities of some of the electronic resources.
- 5 Searching techniques
- 6 Beyond the basics or work-specific use, I have no viable suggestions.
- 7 a general overview should be required of all new staff; then a series of separate presentations on each module for those who wish to attend or need a refresher.
- 8 we really need training on "create lists" function in III
- 9 I think this would be great. A general session on using Infolinks--as a user, with maybe just a general idea of what types of databases we have. But, also, a general understanding of how circulation works might be useful for all library employees.
- 10 Definitely the different modules and their impact on the public catalog -- not just how to view the OPAC
- 11 be able to see when item records are created, etc. to find out if back from binding, new acquisitions, etc.
- 12 It is important to be familiar with all aspects of Infolinks.
- 13 Infolinks training might include mini sessions on various aspects of our online catalog. Be thorough in presenting the whole Infolinks picture, even if a handful of Infolinks features are discussed. It's important for a new employee to digest the very basics, then go on to the gateway links to our subscription databases and set up another session for those. Some folks do not know how to print a record from Infolinks or what a word search means. Also, talk about boolean logic in setting up an Infolinks search strategy, etc.
- 14 Just make it not boring. That millennium thing was a killer
- 15 Infolinks are important.

7. Training specifications outlined for each job

Each library job would include a recommended list of training activities/sessions. New employees would follow a training schedule that includes basic training to specific training items.

Rank: 2

Total responses: 44

| | |
|--------------------|----------|
| Not Relevant | 0 (0%) |
| Somewhat Important | 13 (30%) |
| Very Important | 31 (70%) |

Additional comments:

- 1 Don't assume any one knows anything. Spell it all out. Make it required reading.
- 2 Again it should be kept simple or people will never have time to do their Library work
- 3 Job descriptions are always important. But, it should be stressed that if and when you can, help others outside your department.
- 4 I'm not sure that I understand this one. Does it mean that a new employee would go through a "course" of training sessions, starting w/Lib Orientation, then basic Infolinks training, basic computer training, and then onto specific things like OCLC, cataloging input, etc.? With the supervisor presumably responsible for the latter ones? But you have to allow for people already having certain skills so they can "skip over" certain training sessions.
- 5 rather than recommended training activities, I would list skills that are expected and then provide information for how to learn those skills - in other words make the job requirement a skill, not the training
- 6 I am not sure what you mean - that a committee would determine what training is needed for each job? What is the input of the supervisor?
- 7 Having goals and directions on how to accomplish them is a very big help, especially if you are new coming into this environment.
- 8 I think that each job is different. It would be hard to require one person to learn something that may never be relevant to them, but is required. If the courses were such as "what does each department do," where is each department housed," "what is Infolinks." Those sort of courses would be okay, but to say that everybody needs a course in Safari or other job specific requirements is not fair.
- 9 Employees should have specific training activities that they attend because of the nature of their job. Other sessions they may select as an "elective." For example, new employees would attend an Infolinks session, but they may not need to attend a session on word processing.
- 10 could be onerous for supervisors to maintain
- 11 Supervisor should do that.

8. Learning new skills

Promotion of opportunities for cross training of library employees: an arrangement where a library employee from one department spends time training and working in another department, or cross-training within departments.

Rank: 8
Total responses: 43

| | |
|--------------------|----------|
| Not Relevant | 2 (5%) |
| Somewhat Important | 25 (58%) |
| Very Important | 16 (37%) |

Additional comments:

- 1 By choice if possible, not required except in specific need situations
- 2 Must be voluntary and job evaluations should not be affected if someone chooses not to participate.
- 3 Again, very important.
- 4 This is good as it could provide back-up personnel should a department find itself short of help some days.
- 5 This is good for general understanding what department do and how basic procedures are handled. We cannot expect problems to be handled in one department from another.
- 6 This idea is good, but one should first be expert at the job for which they were hired.
- 7 I just happen to like the idea of cross-training because we pay staff so little I feel they deserve every benefit they can get--and to some, cross-training would be a benefit, either in that it allows for more variety in the workday, or because they may plan to go on to other jobs in which the broader experience would be useful. Also, the more knowledgeable your staff, the better. I feel there is a little too much territoriality right now about keeping departments and their functions absolutely separate.
- 8 Wouldn't hurt and would help in many instances when only one employee knows a particular job. But, significant time would have to be spent learning/cross training. One hour/week once every month (for instance) would know serve much purpose.
- 9 Essential for restructuring
- 10 If an employee is considering changing positions, this might be a great help. Most of us seem to have so much to do in our own positions that our work might suffer if we did this.
- 11 It's nice to provide back-up for each other with our smaller numbers, but a balance is needed. Some people have trouble learning what they do every day, yet others would benefit from knowing what's done elsewhere to broaden their vision and make them more efficient.
- 12 Spending time in other departments and cross training sounds great, IF you take away some of my current job responsibilities!
- 13 as long as there's enough staff
- 14 We need to determine what are "cross-trainable" activities and the expectations of how this cross training would be utilized.
- 15 Definitely cross-training within departments.
- 16 Being able to move up within the library is important to an employee. We are paid so little, having the respect from having a better position does wonders.
- 17 As noted above, I think that cross-training is an important part of the job. We learn how to do our own job better if we know how it interacts with someone else's job.
- 18 It always helps to understand how your work is part of how the library functions.
- 19 There are departments that have extreme need of cross training. Some do not have enough people to get the work done and other departments simply do not have enough to keep them busy at different times of the year. Some functions of the library actually are delayed at the employees convenience (personally I don't think "I don't do windows approach" has a place in library work. Cross training is essential if we want to provide the best service to our patrons. Plus we give a better impression when it comes to financial development. If we are busting our butts to provide excellent service without having to be funded in advance we stand a better chance of impressing those who are willing to give.
- 20 Cross training needs to be addressed as a separate library issue. The library administration needs to identify those departments in which cross training will occur. Right now, cross training has occurred between Circulation and AV. I'm not sure how many employees in the library know this. Other public services departments may have had to step in when employees were busy or unavailable at desks and this is not appropriate training of employees for cross training (i.e. having to help in another department at a moment's notice). Cross training: Set up a committee, identify cross training needs and issues for the library, set up procedures and policies, commit to a cross-training schedule equal to other academic libraries of UAF size, disseminate information to all concerned, make all library personnel aware that a program is in place, present a schedule and time frame for implementation of cross training those departments that will be affected by this program. Cross training can't be a once in a while program or

- only limited to a few departments. Needs assessment for cross training is very important.
- 21 But we just don't work to really break down barriers. Cross-training becomes an issue only when supervisors find they are understaffed for a particular project rather than a regular part of the library's working routine. So instead of building a Saab, we work on building a little piece of it, assembly-line style, even if we know or are familiar with the whole process.
 - 22 promotions are important.

9. Continuing education

Employees would be aware of courses, sessions, activities, and organizations in which they could participate in the library and on campus. Programs would be offered that stress personal and professional development in the areas of leadership and team building (such as group dynamics and facilitation skills), interpersonal skills (such as conflict resolution, anger management, stress management and diversity) and other employment related topics such as sexual harassment, customer service, workplace violence and personal safety. This would also include a uniform policy for ALL employees related to continuing education. Items would include leave to take a course locally or study at another university, attend conferences, campus activities, etc.

Rank: 5
Total responses: 44

| | |
|--------------------|----------|
| Not Relevant | 2 (5%) |
| Somewhat Important | 20 (45%) |
| Very Important | 22 (50%) |

Additional comments:

- 1 I think I'm confused by this one--I thought the leadership/team crap area was already covered by Human Resources. I'm not sure what else falls into this category.
- 2 If the absence of that employee could be absorbed for the time spent in the course.
- 3 A course in jargon management might be good. We have not always had good instruction from outside people, e.g., computing services, so we need a way to evaluate courses and presenters in advance to be sure they are worth our time. Also, there should be funds to pay for staff to attend conferences, etc.
- 4 Super idea. Should be standard.
- 5 I don't understand "who" is offering these programs... I think a uniform policy could be too restrictive. There is a difference between faculty job requirements and those of classified staff so I guess I can't support this, though I believe all staff should have access to professional development opportunities.
- 6 we need to invest in our people
- 7 If Supervisor course could be offered free--not \$200-300 or paid by library, I think this is VERY important to new Supervisors, but who can afford it on our salaries?
- 8 At the moment there is very little encouragement to do this. It is important to continue to grow as an individual. This would make for a happier and more productive employee. Staff moral is shockingly low.
- 9 Awareness of educational activities should be ongoing for all library employees and be encouraged by library administration, department heads, and supervisors.
- 10 We've got this. It just isn't publicized.

10. Consulting teams

Members of consulting teams would be liaisons between a department and systems, for instance. Other types of consulting teams may be in place to mentor employees on a variety of items and issues (i.e. systems, human resources, etc.).

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|-------------------------|----------|
| Rank: | 12 |
| Total responses: | 42 |
| Not Relevant | 11 (26%) |
| Somewhat Important | 24 (14%) |
| Very Important | 7 (17%) |

Additional comments:

- 1 if orientation and communication are done correctly, this is less needed. If not, it is very important.
- 2 I don't think I understand this one, either (I'm not very helpful today, am I?). Is there really a need for official "teams" to carry out this function? Would this include a disaster preparedness team? That could be important.
- 3 There seems to be many misunderstandings across campus departments dealing with the library.
- 4 See comments at #9 re competence of these teams.
- 5 This is a little hard for me to envision, so I'm not sure how to answer. I hate the idea of creating more layers, more committees
- 6 identify those areas where employees have access to a list of contacts in each department responsible for a particular area (systems, etc. as mentioned above)

11. Incentives

Employees would be recognized (certificates and monetary support) for their work and participation in library programs and activities.

| | |
|-------------------------|----------|
| Rank: | 4 |
| Total responses: | 43 |
| Not Relevant | 3 (7%) |
| Somewhat Important | 18 (42%) |
| Very Important | 22 (51%) |

Additional comments:

- 1 Turnover is in large part due to salaries and people feeling under-appreciated.
- 2 Too political.
- 3 Certificates are okay for morale but monetary support would be a great encouragement considering the low wage base the university pays out.
- 4 We ALL deserve a living wage. Raise wages for your appointed personnel.
- 5 Recognition is always important.
- 6 There are problems with this. The people who break their backs on a daily basis deserve more than a casual glance every once in a while.

- 7 Monetary support could be very important. Certificates I could care less about.
- 8 It would make the employee feel appreciated.
- 9 Certificates are pretty meaningless in my experience. Monetary support is very good. Increased respect and responsibility (accompanied by increased pay) would work much better.
- 10 This would be a big morale booster, I think.
- 11 I'm sure these would be greatly appreciated. Where would the money come from?
- 12 Sounds good, but the system must be fair.
- 13 Keep the certificates; but, I'll take the money.
- 14 as long as it's done equitably
- 15 Most of the time, we don't have time to participate in programs outside of the department.
- 16 Start recognizing employees positively for work accomplished, and staff moral and productivity will sky rocket!
- 17 As a new person, I have seen fellow employees that have made quite a few changes that has saved the library some money. I would have liked to have seen some kind of reward system in place to acknowledge those employees that step forward and make changes, improvements and are willing to try new things.
- 18 In my opinion I believe this results in superiority and competition causing jealousy and divisiveness. When employees are singled out publicly it has the potential for seeming like favoritism. We have seen it in the past.
- 19 Employee recognition needs to be addressed and small ways such as certificates and/or monetary support would be appreciated by most employees. Actually, more \$ for participation in activities and programs would be great! The Libraries could add small \$ increments to an employees salary; the \$ could be equivalent to as little as \$20 per month or more. Employees could be recognized at a yearly library get together. I think smaller items such as a certificates or gift certificate to the book store would be appreciated.
- 20 Monetary support is especially important for classified positions
- 21 So what else is new. We're state employees and a pin, diploma, book selection in employees honor are pretty poor substitutes for a living wage. So I've marked off very important since the wages stink and many people deserve better but it's really not relevant since I believe that only higher wages will really make a difference and that ain't coming.
- 22 monetary support can be taxable to the employee--be careful

12. Public Relations

Promote the library as a great place of employment on the campus and within the state through advertising and PR activities. Might include recruiting and advertisement of library positions.

Rank: 11
Total responses: 42

| | |
|--------------------|----------|
| Not Relevant | 6 (14%) |
| Somewhat Important | 22 (52%) |
| Very Important | 14 (33%) |

Additional comments:

- 1 Is it? some people find it very congenial, others not, for various reasons. I think many people are drawn

- to library work of various kinds, without recruitment.
- 2 Do we really have an employment problem? Will there still be a hiring problem if the economy slows much more?
 - 3 We have many improvements to make before we can boast too loudly.
 - 4 This is a nice idea, but who is going to pay for the advertising/PR?
 - 5 If we improved things significantly within the library and really made it a great place to work.
 - 6 Making the library more visible in a positive image will help insure more funds.
 - 7 It must be "made" a great place to work first. That's not quite the case in general.
 - 8 more important for student employees, perhaps
 - 9 This should be the responsibility of the administration.
 - 10 higher salaries would make the library a really nice place to work
 - 11 Salaries would need to be larger so retention could be greater!!
 - 12 That is a great idea, but it is important to actually make it a great working environment first.
 - 13 Good idea!
 - 14 If the Library Administration does not promote us, then who will? I believe that one reason that we're not always recognized is that those faculty and students in certain disciplines who do not use the library could care less about who we are and what we're about. These would be faculty and students who do lab research projects, etc. Also, others in the state may not really understand the impact of UAF Library System within the state. We should have ads even in tabloids such as Arkansas Times and Arkansas Business. On the library level, we need to reinstate the library newsletter that would allow others on campus and throughout the state, especially other libraries, link in to our library news and updates on what's happening at Mullins and the branch libraries for this campus. Ads are expensive, but could possibly bring in more revenue or gifts. One example that is important to our library is the publication Books and Letters. We also should have, as I've already mentioned, a newsletter of our own where departments can contribute newsworthy items. The library newsletter might be patterned after our university's electronic Daily News that employees access through their e-mail. This would be a good way to spread the word about the great things that the library is doing.
 - 15 We already do this

13. **Fringe benefits of working in the library**

Employees would review information that would outline library benefits and resources (ability to take classes, comfortable work environment, positive work environment, knowledge/learning level, etc.). This session would also promote positive advertising throughout the library.

Rank: 7
Total responses: 43

| | |
|--------------------|----------|
| Not Relevant | 4 (9%) |
| Somewhat Important | 21 (49%) |
| Very Important | 18 (42%) |

Additional comments:

- 1 We have improvements to make. Not all departments react to these activities in the same way all the time.
- 2 I had imagined this being incorporated into regular welcome/orientation info, but however it's done, it does seem important.
- 3 Again, great idea, but the reality must be the same for everyone.
- 4 Employees learn of this stuff already.
- 5 people need to know what's available to them
- 6 Benefits are so slight, this could be major factor for retention of staff.
- 7 This is an area that needs work. Library staff aren't allowed to check out videos in av.
- 8 Could this be covered as part of the new employee orientation or handbook?
- 9 Every library employee needs to understand that their job is an education one and doesn't stop with only learning their job, but is an ongoing process. Many employees do not know that they can take a class and that the library does have a positive environment. Employees need to be reminded and one way is through strategically placed reminders (nicely designed and thoughtful, creative wording) throughout the library, e-mail, newsletters, etc.
- 10 We already have it. In all my years here (and they're too many to count) I've watched people decline these opportunities because they want an 8 hour day and the rest of the time for their family, friends, and themselves. Given the way the market is in NWA the library may not be the best place to work. It certainly isn't if you're a skilled worker.
- 11 Freedom is important in the workplace.

14. Activities

Library wide events are planned and hosted by the library to boost morale and promote teamwork and networking. Events might include a library wide Christmas party, a summer picnic, and hosted events throughout the year outside of the library.

Rank: 9 (tied with question 2)

Total responses: 44

| | |
|--------------------|----------|
| Not Relevant | 10 (23%) |
| Somewhat Important | 18 (41%) |
| Very Important | 16 (36%) |

Additional comments:

- 1 In fact, many people are not social. The benefits of such things are limited.
- 2 It sounds like fun. I would shy away from Xmas parties (too much going on). A summer employee picnic would be more enjoyable.
- 3 I wonder if groups to power walk or do yoga/relaxation on a regular basis might be formed. This would tie in w/the ergonomics issues. It seems that informal groups to do that sort of thing might fulfill a need for those who are not interested in the HPER.
- 4 As our staff get bigger and bigger, we might consider having such events outside Mullins Library.
- 5 Do they all need to be outside the library?
- 6 I can see some value in this, but there are many, I'm sure, who'd rather not spend free time with more work-related activities.
- 7 would promote good will and generosity of spirit that is somewhat lacking

- 8 Getting to know other staff is important for teamwork.
- 9 This is an excellent idea.
- 10 Some employees may not participate, but it is worth the effort for everyone to get together once in a while and set aside a couple of hours (i.e. close the library) for this event which should be scheduled during work time, provide food which should be catered, and music provided by UA Music Dept. or other music groups in the nw Ark. area. The Christmas Party should be sponsored by the Dean's Office and all funding, planning, should either be through that office or the Dean should select a committee comprised of ALL employees (including Faculty). The library has had several successful parties, but sadly, the burden of expense, purchasing, clean-up has fallen to a very few employees. Participation rate is low especially on the Faculty side. There should be a review of library-wide activities overall and involve everyone in the planning, clean-up, entertainment, decorations, etc. If these are truly employee activities, then employees should be feted, not asked to pre-pay for party items (decorations and food, then be reimbursed weeks later. Library Administration and Accounting should see eye-to-eye on a budget for these activities. All employees should be able to attend and enjoy without the stress that goes in to planning. Why not cater a sit down luncheon in the Helen Walton Reading Room during lunch hour and close the library?
- 11 As long as they aren't mandatory...
- 12 events, e.g. "Christmas" party, should be inclusive of individuals, e.g. Buddhists or Muslims

15. Resume building

Employees build their resumes by attending sessions, conferences, activities, etc. Procedures (how to build your resume) would be set up for those who wish to take advantage of this library career tool.

| | |
|-------------------------|----------|
| Rank: | 10 |
| Total responses: | 43 |
| Not Relevant | 11 (26%) |
| Somewhat Important | 17 (40%) |
| Very Important | 15 (35%) |

Additional comments:

- 1 Resumes for what purpose? Moving on, etc.?
- 2 Again, if we can provide resume-padding activities for underpaid staff--they deserve everything they can get if they plan to move on to other jobs.
- 3 I'm not sure why we would need this just for the library. It seems more like it should be a campus program to me.
- 4 This is a nice idea. As long as it's offered and not forced, I think it would be excellent.
- 5 Ask Career Services to do this.
- 6 splendid idea. bring in mentors to help.
- 7 I think this is available elsewhere. But it doesn't preclude someone for asking for assistance from a colleague on personal time.
- 8 At the moment though, the current atmosphere isn't friendly towards employees trying to better themselves.
- 9 The library has always provided opportunities to do this.
- 10 This "library career tool" is used in the tenure and promotion process, but can be applied to those

classified employees who wish to apply for other jobs in the library or on campus. Resume building could also be linked to an incentives program.

11 How would this affect classified employees?

16. Incentives

What incentives would encourage you to attend training programs?

Rank: N/A

Total responses: 30

Comments:

- 1 None. If people aren't taking training because they are interested, the training is pretty useless to them and to the department.
- 2 Time and scheduling.
- 3 The program being presented at a knowledge level appropriate to actually learning something and that it be based in reality--unlike a stress management class wherein a participant says he's stressed because of the necessity of working two jobs to make a living and the facilitator advises him to pay someone to do the jobs he doesn't enjoy such as mowing his lawn and changing his car's oil.
- 4 A nice healthy raise. When some of your staff are working two jobs to live, there is a problem.
- 5 a raise
- 6 more advanced levels of training
- 7 Rewards, including monetary, for people who perform their jobs smoothly year after year.
- 8 It should be part of the employee responsibility to attend training and be prepared in the latest technology in their areas.
- 9 Recommendation from supervisor.
- 10 -Counting it as work time -Program is about something I really want to learn more about -Snacks -Supervisor encouragement
- 11 Time off, recognition, opportunities for advancement. And my choice of courses (within job related--present or future jobs in library--limits)
- 12 The high probability that they would enhance my job skills; the certainty that the Libraries were paying for it and would expect me to use these skills in constructive ways and would give me credit for doing so when that was deserved.
- 13 When new it helps to have someone to go with if it is in another building. Somebody might say a group is mtg. in the foyer at such and such time to go to such and such training. (Food of course :)
- 14 pay raises comp time
- 15 Offering topics that would help me grow in my position and as a person, not being forced to use free time on it... and food is always good!
- 16 learning new skills
- 17 The incentive is to learn something new.
- 18 If I need to learn/know something new, I'll go. I don't want to be ordered to attend training programs.
- 19 What encourages me to attend seminars is their quality. If the information is not relevant or is poorly presented, I will resent the use of my time. Don't insult my intelligence as a staff member by talking down to me or making the assumption that I am an idiot because I do not have a Masters in Library Science.
- 20 my own personal motivation is enough. some, however, may like "comp time," or bonuses, etc.
- 21 Just good training programs should be enough.
- 22 I would attend them if a clear outline of what would be covered would be distributed ahead of time. I like to know what I might learn before investing my time.

- 23 Have encouragement from supervisors to do so would be a great place to start. I had to justify why I needed to attend a paraprofessional conference.
- 24 Supervisor decision, since she would know the training an employee needs to perform her job duties.
- 25 Interest. It would depend on my interest in the program or possibly necessity.
- 26 I don't need much more incentive than support from my Department (permission and/or encouragement to attend). Knowing someone else who'll be attending is also an incentive, especially for off-site programs.
- 27 Incentives could come in many forms, but the bottom line is money. I think if every employee makes an effort to "learn along the way" and attending programs and activities, then Library Administration should offer some monetary support. It would be wonderful to give out pins and certificates, but without the \$, many employees will ask, why do this? Also, upgrades in positions might also be an incentive for encouraging an employee to further their education through library programs, workshops, conferences, etc. Many employees are afraid to ask to attend the Arkansas Library Association Conferences and do not know that money is available for them to attend. In addition, training programs may be announced to library staff, but if time is not allowed for those employees to attend, then where will the incentives come in? (i.e. department heads, supervisors, and administration need to support each and every employee's education needs and that includes attendance at all library functions and activities, training, and outreach).
- 28 Compensation for increased skills and duties.
- 29 Really good food.
- 30 monetary support.

17. **Mandatory programs**

What programs do you think should be mandatory for all library employees?

Rank: N/A
Total responses: 25

Comments:

- 1 Orientation. Communication facilitation.
- 2 Those that have been listed above (#5, #6).
- 3 basic library skills and Infolinks capability
- 4 Computer/technology training. Any sort of training offered that would familiarize the staff with the basic workings of the University
- 5 Basic library orientation, outline of fringe benefits. Maybe Infolinks training.
- 6 Orientation and working with other employees--meeting librarians, classified staff, hourly, work study students and any one else who works in this building. I'd like to have programs that demonstrate what other departments do and how all departments related/interact to/with each other.
- 7 None, because employees begin working here with vastly different amounts of knowledge, experience, etc. To make a program mandatory could cause boredom for those already familiar with it.
- 8 Training schedule.
- 9 in house training on technology
- 10 I would tread lightly here. Making things mandatory turns me off. Making them worth being involved in excites me. To stretch, perhaps communication, basic procedures, basic technology or specific job-related performance stuff.
- 11 emergency procedures; Infolinks Basics; tour of all departments and services
- 12 Computer software info. sessions that ACTUALLY teach you something. Not just vague general info.

We need to be able to go step by step, slowly, at a computer to learn new software, not just listen to someone talking about how to do this or that on the computer.

- 13 Customer service, dealing with student employees, technical training
- 14 employee mentoring...most important of all.
- 15 I think just the basic one or two that directly relate to people understanding the library.
- 16 Infolinks training (different modules). Employment packages with regulations, FAQ's, etc.
- 17 Infolinks, technology, ergonomics
- 18 All basic computer programs, cross training, and actually nearly all of them should be mandatory.
- 19 An overview of how the departments function and work together.
- 20 Infolinks training.
- 21 orientation, mentor/advising programs, ergonomics (training?), interdepartmental activities
- 22 Orientation that includes tour, packet of information, etc., Infolinks Training, Database Training, Software/Hardware especially for their job, Incentives program, Human Resources training topics such as interpersonal relationships, etc., Participation in a Mentoring Program for seasoned employees or those who have been employed at least 1 year. (All of the programs listed in this survey). Outreach programs as an employees choice and supported by the Administration, department heads, etc. (I.e. if an employee wishes to take off 2 hours to tutor students in reading at Leverett School, then this should be acceptable use of Library/University outreach and after approval, the employee should not have to be charged annual leave or sick leave. Policies and procedures would have to be developed and this may be an item that would have to have UA Board approval? (For instance, Employees might be limited to no more than 24 hours per year during work time for outreach--this would include giving blood, tutoring, mentoring, attending a lecture, play, or music event), etc.
- 23 Computer systems courses like basis, safari and Infolinks.
- 24 Anything relating to one's job description that will make us a more competent employee.
- 25 Diversity programs.

18. Additional programs

What programs not listed would you want included?

Rank: N/A

Total responses: 12

Comments:

- 1 I would need to see a list of the programs.
- 2 First aid/CPR training? Disaster preparedness training? Basic book repair? Handling of sound/digital recordings and equipment? Any computer stuff seems like a good idea--especially troubleshooting what's-wrong-with-it-NOW stuff. As suggested above, walking groups, or relaxation sessions (or brief folk dance sessions!). Or set up a quilt frame in that mildewy meeting room that isn't used much and let people work on it now & then during break and donate it to charity when it's done. My mind is starting to run toward recreational things for the library employee community, rather than actual orientation information; I'm not sure if your group is really interested in the former (I'm rambling...).
- 3 Anything with role playing.
- 4 Anything is fine as long as it's not forced on outside work time. I don't think items unrelated to teamwork, communication and specific job performance should be mandatory.
- 5 none
- 6 see 17
- 7 Some sessions specific to the development of dossiers, what are the responsibilities of faculty members,

- the scholarly publication cycle
- 8 Supervisor Development Program from HRO
- 9 Training in electronic resources available through the Library.
- 10 See last portion of #17 on Outreach Programs.
- 11 NA
- 12 Focus on work do not get involve with personal matters. No body should put down other coworker.

19. I can help

What programs would you be willing to plan or conduct?

Rank: N/A

Total responses: 20

Comments:

- 1 Orientation, others as needed.
- 2 It would depend on the program.
- 3 Instruction on library resources
- 4 I could probably handle some Infolinks training or even basic orientation as long as I am given all the info I need to present. If we got into recreational stuff I would be happy to help.
- 5 I'm probably not qualified to conduct any but I wouldn't mind working with others to plan programs.
- 6 A workshop on writing skills.
- 7 I am interested to "help" with public relations materials, and with planning library activities, but I am flexible. I'll think about other suggestions and programs.
- 8 orientation tours
- 9 I would not personally commit to any of the programs as explained in these blurbs. However, if an area is finalized in which I truly have expertise, I would be more than willing to volunteer at that time.
- 10 none. With everything I've already got on my plate, I have no time or energy to do anything else.
- 11 At this point I don't see myself as qualified for any particular training session, but you never know. :)
- 12 mentoring efforts
- 13 A general Infolinks session, info on circ.
- 14 I would be glad to participate in information sessions on Circulation, Booking rooms, and other innovative stuff.
- 15 anything to do with team work
- 16 anything I have the skills to do--tours and/or orientation sessions, Infolinks training
- 17 I would be available to chair, plan, conduct most of these programs. Where expertise is needed such as the Infolinks training sessions, I would leave this to the Reference Faculty who have already developed these types of training sessions for university classes and faculty. However, planning and organizational duties would be great for me.
- 18 I'll use this box for general comments. I feel like I'm in a Dilbert cartoon with everybody addressing everything but the central issues: wages and empowerment.
- 19 I'm too new to take on that responsibility.
- 20 Public service programs and train new employees.

Summary Rankings

The following are the questions ranked by percentage of respondents in each category.

“Very Important”

1. Technology training program (86%)
2. Training specifications for each job (70%)
3. Ergonomics (53%)
4. Incentives (51%)
5. Continuing education (50%)
6. Communication, cooperation, and interaction (49%)
7. Fringe benefits (42%)
8. Learning new skills (37%)
9. Mentor/advising programs
Activities A (both 36%)
10. Resume building (35%)
11. Public relations (33%)
12. Consulting teams (17%)

“Somewhat Important”

1. Learning new skills (58%)
2. Consulting teams (57%)
3. Public relations (52%)
4. Fringe benefits (49%)
5. Continuing education (45%)
6. Mentor/advising programs
Communication, cooperation, and interaction
Ergonomics A (all 42%)
Incentives
7. Activities (41%)
8. Resume building (40%)
9. Training specifications for each job (30%)
10. Technology training program (14%)

“Not Relevant”

1. Consulting teams
Resume building A (both 26%)
2. Activities (23%)
3. Mentor/advising programs (21%)
4. Public relations (14%)
5. Communication, cooperation, and interaction
Fringe benefits A (both 9%)
6. Incentives (7%)
7. Ergonomics
Learning new skills
Continuing education A (all 5%)
8. Technology training program
Training specifications for each job A (both 0%)