Sustaining a Community of Change: Using Systematic Staff Training to Influence Culture Shifts in the Workplace

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OUR COMMUNITY

Who?
- All Public Services
- Faculty Librarians
- Paraprofessionals
- Student Assistants

Why?
- No standardized/formal training program
- Resistance to cross-training
- Long-timers felt they knew everything already
- New core services and systems = major job changes
- Staff requested more training
- New Director of Public Services

METHOD

Schedule
- Summer Intensive Series
- Monthly throughout the year

Delivery
- Traditional group workshops with work-along handouts
- Transitioned to a flipped classroom workshop style

Managing Content/Syllabus - Internal LibGuide
- Started as a follow-up/refresher for sessions with supplemental information
- Guide now houses pre-session prep materials
- Videos and readings

Topics
- Essential skills/tools for working at a front-facing service desk
- More advanced topics for commonly requested discipline-specific research

Learning Outcomes and Rubrics
- Clear expectations for learning
- Precise layout of skills being assessed

Assessment
- Started with everyone completing in same class session
- Moved to post session in individual conversations

Incentives
- Snacks and a friendly atmosphere
- Tied to annual review/evaluation

SUSTAINING OUR CHANGING CULTURE

- Recordings of live sessions
  - Accommodate schedules - open 120 hours per week
  - Refresher on demand
  - New hires trained at any time of day or year regardless of start date
  - Assessment takes place later in individual conversations
  - Avoids parroting, gauges true understanding & ability to apply concepts
  - Ensures personal accountability for content
  - Perceived inequalities addressed - everyone attends training, even trainers and managers
  - Organizational/peer mentoring - colleagues work together to help develop each other's skills

Meanwhile...

Renovation plans to construct a library commons in our current building reinforced the need for learning for our Public Services staff.

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In anticipation of a combined service desk, Research and Access Services staff will need to be able to perform both basic circulation tasks and search help.

There is a perception that more would be asked of some staff than others.

Tools Used
- LibGuides
- Camtasia
- YouTube
- In-class Activities
- Role playing
- Clickers
- Worksheets
- Real-life Examples

Next Steps
- Survey staff in summer 2015
- Learning Management System - switch to Blackboard: another training opportunity
- Continuous review (update) for systems/changes to resources