

LEDDY LIBRARY

Staff development Policy

Definition

Staff development in Leddy Library is a program in which a variety of activities are undertaken to improve the effectiveness of individuals and/or groups in carrying out their present responsibilities or to prepare them for potential responsibilities in the Leddy Library. The program is an effort to help employees learn how to do their jobs better.

Goals

- A. To provide opportunities to expand library skills and knowledge in order to improve the performance of both the individual and the organization and to maximize staff effectiveness.
- B. To provide opportunities that enable library staff to improve skills not necessarily related to their present positions in an effort to aid in preparing for advancement.
- C. To provide greater organizational effectiveness through increase awareness among staff of the interrelationships and functions of the various activities and services of the Leddy Library.
- D. To provide training that promotes flexibility in a work environment that is responsive to change.
- E. To provide training that fosters interpersonal skills.

Activities in the program are both formal and informal. Typical activities include orientation sessions, training workshops presented in the Leddy Library, programs offered by other campus services and coursework supported through the Tuition Refund Program.

Staff Development Committee **Terms of Reference**

Staff Development in the Leddy Library is a program in which a variety of activities are undertaken to improve the effectiveness of individuals and/or groups in carrying out their present responsibilities or to prepare them for potential responsibilities in the Leddy Library (See Leddy library staff Development Policy). The program is an effort to help employees learn how to do their jobs better.

Purpose

The primary objective of the Staff Development Committee is to continually identify areas of need and interest among Leddy Library Staff and to formulate recommendations for a continuing series of staff development activities.

Membership:

The Committee shall consist of at least one representative from each department and from the Library Administrative Unit for one-year terms, with the possibility of renewal. A list of membership will be provided annually to ULAC for information. Additional resource people may volunteer or be asked to participate, as needed, for particular projects. The Library Staff Development Committee shall elect a chair and a Secretary from its membership.

Reporting:

The Committee will report annually to ULAC on their activities for the year.

Responsibility for staff development is shared:

- The Staff Development Committee provides advice and support for the planning, co-ordination and evaluation of the Staff Development Programme.
- The responsibility for staff development rests mainly with Library Administration and Department Heads but must also be shared by individual employees in order to be effective.
- Co-ordinators acts as information links between Staff and Development Heads regarding the staff-development needs and goals of their units.
- All staff members share a responsibility to take advantage of opportunities, encourage others and inform the library administration or department heads of development needs.
- Library Department Heads and Heads and Unit Co-ordinators are responsible for providing to staff the training necessary to meet their jobs responsibilities.

Staff Development Committee **Terms of Reference**

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Purpose

To continually identify areas of need and interest among Leddy Library Staff and to formulate recommendations for a continuing series of staff development activities.

Membership:

The Committee will have one representative from each area: Reference department, Collections Services Department, Systems Department, Access Services Department, Acquisitions/Bibliographic Services Department and the Administrative Unit. Each area shall designate its representative. Each year, the Committee will identify the Chair.

Length of Term:

The length of term shall be two years with a staggered membership with three new members designated each year. (The first committee shall decide which three members will serve for one year only during its first year of activity.)

Reporting Structure:

The recommendations first two Staff Development Programme shall be reported to the Strategic Plan Steering Committee.

- The recommendations for the Staff Development Programme will be presented to library administration and management.
- A presentation shall be provided to all Leddy Library staff to introduce the recommendations and to solicit feedback.
- The recommendations shall be presented to ULAC for approval.

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Assignment for the Staff Development Committee

The Assignment for the staff Development Committee is to make recommendations for a 2-year staff development plan that would focus on library-wide issues. The recommendations will be forwarded to ULAC for approval. The staff Development Plan should seek to improve service surrounding the six key values identified in Leddy Library strategies plan:

1. Commitment to client-centred service
2. Vigorous development of collections and access to knowledge resources.
3. Good organizational climate.
4. Staff development, involvement, employment and effective deployment.
5. Effective communication within the University community.
6. Appropriate physical environment.

Focus of the Plan

A staff development plan may have one of three perspectives; individual; department, or library-wide. The Staff Development Committee is requested to make recommendations based on **library-wide perspective**.

- Individual perspective often relates to personal concerns such as jobs satisfaction
- Department perspective addresses the efficiency and effectiveness of the units
- Library wide perspective looks at issues, which are widespread or shared among the operational units.

Examples of staff development programmes which support library-wide needs are time management, client services, oral and written communication skills, and dealing with difficult people.

Methodology

Recommendations for the Staff Development Plan should be identified through a **needs assessment** process which

- i. identifies specific library-wide issues within the library which may impact library services,
- ii. discovers what the university thinks the library employees need to develop or improve in order to have a successful library, and ,
- iii. discover what employees think they need to improve or development in order to have a successful library.

From the data collected, the Committee priorities and recommends areas of focus for a staff development plan. The process may include a simple survey or a complex investigation.

Constraints and Givens

1. The focus of the plan should be the library wide perspective.

2. The plan should focus more on meeting the values of the library and less on the jobs skills as they relate to computer systems.
3. The assessment should not to be geared to investigate the unit perspective.
4. The assessment should not to be geared to investigate the individual perspective.
5. The recommendations must fall within the terms of reference for the terms of reference for the Staff Development Committee and particularly the scope of responsibilities described in the Terms of Reference.
 - The Staff Development Committee provides advice and support for the planning, co-operation and evaluation of the Staff Development Programme
 - The responsibility for staff development rest mainly with library Administration and development Heads but must also be shared by individual employees in order to be effective..
 - Library department Heads and Unit Co-ordinators are responsible for training staff to meet their job responsibilities.
 - Co-ordinators acts as information links between staff and department heads regarding the staff-development need and goals of their units.
 - All staff members share a responsibility to take advantage of opportunities, encourage others and inform Library Administration or Department Heads of develop needs.
6. We are ultimately looking for a 2-year plan by April 1999.
7. The Committee will consult and ,make recommendations . It will not set policies or procedures or implement plans.
8. There are sufficient funds for a Leddy Library Staff Development Officer.
9. There are very limited funds for staff development.
10. The Committee must make effective use of staff development resources among library members and the campus community. Some example of campus resources include the department of Human Rights offices Student affairs, and various academic departments such as Human Kinetics and Business administration.
11. During the need assessment process, the Committee may receive feedback from an individual perspective . Such information should be collated and forwarded to library Administration. The individual perspective often related to personal concerns, example, job satisfaction.

History of Staff development Committee

The Leddy Library strategic contained a recommendations to implement a staff development programmes, there objectives within this area o focus. The third specifically recommends a staff development programme. Below is the relevant section of the plan.

Library area of Focus No.5 **Organizational Climate**

Goal A: Informed participation of all in both the planning and operation of the library.

Objective No. 1- Implement methods to ensure staff receive Library and work-related communications and information.

Objective No.2 Initiate new mechanisms for staff input

Objective No. 3 Implement a staff development programme .

Strategy

- Assign an individual to co-ordinate staff development.
- Provide workshops for such issues as stress management, time management and dealing with the public
- Provide lunch bags seminars on topics of interest.
- Pursue University resources, for staff development for example , from Continuing Education, Human Resources, and Computing Services.
- Initiate an ongoing programme in which Library division will present overviews of their workflow and responsibilities to all Library Staff.

Rationale

The Staff Development Committee reviewed the existing Terms of Reference in conjunction with the Leddy Library Staff Development Policy.

The Committee recommended changes in the membership and reporting structure only. These two areas were replaced with guidelines similar to those now used by the PR Committee and Library Health and Safety Committee. The remaining parts of the terms of reference were regarded as still valuable and relevant and requiring no changes.

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