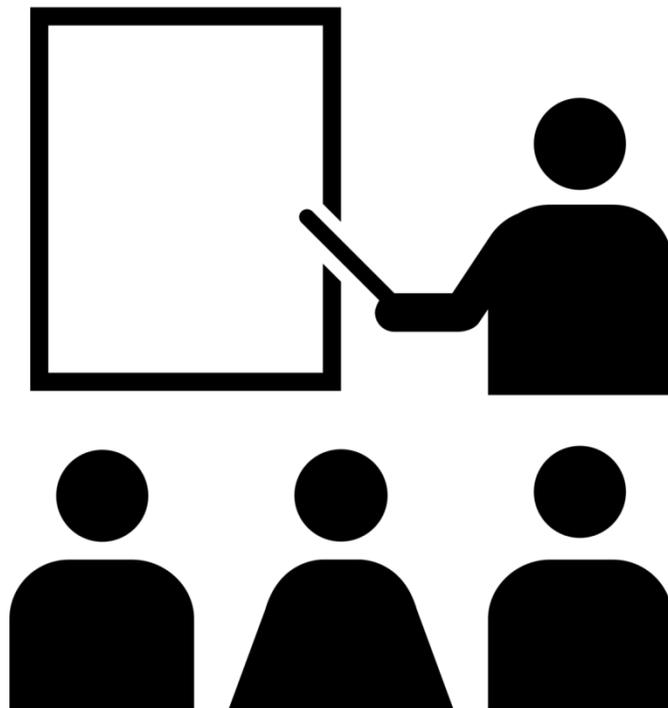

STAFF DEVELOPMENT, TRAINING, AND PERFORMANCE MANAGEMENT



1/20/2015

2014 Annual Report

Prepared for the FVRL Board of Trustees

By Blake Kincaid, FVRL Staff Development Coordinator

2014 saw the beginning of a new emphasis on staff development and training for FVRL.

A quick snapshot of conference and training participation in 2014 shows a high level of involvement by all staff:

83 training/conference events

585 entries for attendance/participation

2880 hours of staff time

12 hours on average for every employee (based on 242 employees)

These numbers are the result of a change in how we provide training and development opportunities at the district level.

The position of Staff Development Coordinator was created in late 2013 after a five year period where no single person was responsible for coordinating development and training across the district. Combining responsibilities for training and performance management, the intention was to institute a system where training is a logical component of district-wide performance.

The Staff Development Coordinator is responsible for managing:

- The approval and reimbursement process for external training and conference attendance
- The scheduling and tracking of internally provided district-level training
- The annual performance evaluation process
- The evaluation processes for new employees and employees who move to a new position

Beginning at the end of 2013 we spent three months doing a comprehensive *Staff Development and Training Needs Assessment* for the district. Needs were evaluated through five viewpoints: Organizational, Legal, Departmental, Providers of current training, and Employees.

Using a combination of individual meetings, group meetings, and two surveys the following priorities for each viewpoint:

Organizational	Legal	Departmental	Providers	Employees
<i>Performance Management</i>	<i>(Safety)CPR/First Aid</i>	<i>Storytime</i>	<i>District-Level Onboarding</i>	<i>eDevices</i>
<i>Leadership</i>	<i>Supervisor</i>	<i>Early Learning</i>	<i>Training Toolkit</i>	<i>Databases</i>
<i>Communication</i>	<i>Benefits</i>	<i>eDevices</i>	<i>Circulation</i>	<i>Difficult People</i>
<i>Job Shadowing & Exchanges</i>	<i>(Safety)Bloodborne Pathogens</i>	<i>Databases</i>	<i>Job Shadowing & Exchanges</i>	<i>Circulation</i>
<i>Customer Service</i>	<i>(Safety)Ergonomics</i>	<i>Reference</i>	<i>Facilitation</i>	<i>Supervisor</i>
<i>Appraisal Process</i>	<i>Harassment Prevention</i>	<i>Marketing</i>	<i>Supervisor</i>	<i>Mentoring</i>

By July 2014 a 28 page working plan was drafted, presented to the administration, approved, and presented to employees. A proposed timeline was included, with those topics identified in the needs assessment as highest priorities placed earlier in the schedule.

The following training goals were proposed for 2014:

Performance Management & the Appraisal Process, Job Shadowing & Exchanges, CPR, Supervisor, Benefits, Harassment Prevention, Storytime, Early Learning, eDevices, Onboarding, and a Training Toolkit for new employees.

2014 Accomplishments:

Performance Management & Appraisals:

All 68 members of management attended one of three all-day Performance Management sessions. The training was provided by an external consultant from HR Answers. This was the #1 training need identified by Administrators.

The Performance Management Committee created an entirely new appraisal process for the annual performance evaluation. The emphasis for 2015 will be on Cascading Goals and Continuous Feedback.

Training for the Annual Appraisal Process was provided both electronically through the intranet and at several large meetings.

2015 Follow-up:

Manage the annual process; Enter Cascading Goals for all staff; Track two follow-up meetings for every employee to discuss goals set at the beginning of the year; Leadership training for all management staff

CPR / First Aid:

45 staff members received CPR / First Aid training from an external trainer: Holborn Safety. This was the #1 training need identified by HR, as previous CPR certifications were expiring, and we were in danger of failing to meet the requirements of our safety plan.

2015 Follow-up:

Provide CPR training for staff members at Goldendale, White Salmon, and Stevenson.

Provide a second round of training so that the two-year certifications will not expire at the same time.

Supervisor Training:

16 new supervisors and their managers attended training sessions designed for FVRL supervisors. The training was developed in-house and focused on both the FVRL performance management philosophy as well as practical information for daily operations.

2015 Follow-up:

Provide training for as many as three new supervisors at the Vancouver branch.

Expand the training material and offer it to current long-time supervisors as a “Supervisor Basics” workshop to be offered on a regular basis.

Benefits:

Our benefits providers did a presentation in May for FVRL staff that was available live at our Headquarters building, live streaming over the network, and available on-demand after the event. A question and answer session was considered to be most valuable by staff who participated.

In the fall, as part of open enrollment, HR provided two all-day “Benefits Fairs”.

2015 Follow-up:

Do the same as in 2014: A Benefits training in the first half of the year, and Benefits Fairs during the open enrollment period.

Storytime Training and Certification:

16 staff members went through the new training for storytime presenters. For employees with new storytime program duties, the training includes a half-day training; assignment of a mentor; two storytime observations; an evaluation of their own public storytime program; and follow-up meetings if needed.

2015 Follow-up:

Align the training with the 6-month trial period for employees promoted or transferred to positions with storytime duties.

Continue to have current storytime presenters attend the half-day training session and get “certified”. The long-term goal is for every staff member with regular storytime duties to be up-to-date with current district standards.

Early Learning:

Program Services provided training materials to be presented to all Public Services staff. A set of three videos were produced and provided to branches for presentation at regular staff meetings. The focus of the training is providing programs and library spaces that promote literacy skills for our youngest patrons.

2015 Follow-up:

A more intensive module was developed for Children's Services staff. Exercises and a follow-up quiz still need to be created. In 2015 a self-directed Early Learning training module will be provided on the intranet.

eDevices:

158 Public Services staff members attended a two-hour eDevices Phase I training. The focus of the training was how to help patrons access our electronic books, audio, and video materials. This was the #1 training need identified in the all-staff survey at the beginning of 2014. By the end of 2014 all but a small handful of Public Services staff members were provided with this initial training.

2015 Follow-up:

30 tablet computers have been purchased and are being prepared for distribution to library branches. A self-directed training plan is being developed for all Public Services staff members called: eDevices Phase II. The focus will be on using portable devices for accomplishing work tasks in a library setting. The training materials will be provided as a series of online checklists that guide staff members through various activities.

Unfinished Items from 2014:

Job Shadowing & Staff Exchanges:

There were a few ad-hoc staff exchanges in 2014, some departmental tours, as well as a number of employees who participated in “job shadowing”. A comprehensive system for organizing and tracking these activities has not been developed. More work needs to be done within the organization in order to come to a consensus on how these activities can be better integrated into our normal workflow.

2015 Follow-up:

All members of management have been asked to “spend a day in someone else’s shoes” in 2015. This can form a basis for developing a regularized process for how this kind of employee exchange can work.

Anti-Harassment:

In 2014 a number of online products were examined, but none of them were deemed to be sufficient for our needs, or were too expensive.

2015 Follow-up:

Anti-Harassment training will be provided internally for all supervisors. Our new HR Director will work with the Development Coordinator to come up with the best strategy for providing this training.

Once all supervisors have been trained, a regular cycle of training for all staff will be implemented.

Onboarding & Training Toolkit for New Employees:

The Staff Development Coordinator worked with the Training Committee, the Circulation and Patron Services Coordinator, and the Reference Services Coordinator over the course of 2014 to come up with a comprehensive new employee training program. This initiative is intended to be tied to a new Orientation/Onboarding process that Human Resources has been developing. Due to several changes in staffing in HR the onboarding project has been delayed.

2015 Follow-up:

Now that the Human Resources Division is fully staffed, the plan is to build on the work from 2014 and initiate changes to the new employee onboarding and training process within the first quarter of 2015.

Summary:

2014 saw the beginning of district-level coordination of staff development, training, and performance management. Training was provided for staff at all levels based on a comprehensive needs assessment. The performance management process has been refined, placing an emphasis on continuous communication between employees and their supervisors, and on providing tools for success to every employee including training and development opportunities.

Building on the progress made in 2014, the coming year will see many follow-up projects and a sustained commitment to providing every employee with a supportive and safe work environment where success is encouraged and rewarded.