



Welcome!

**The webinar will begin at
2:00 Eastern/11:00 Pacific**



Audio broadcast—volume

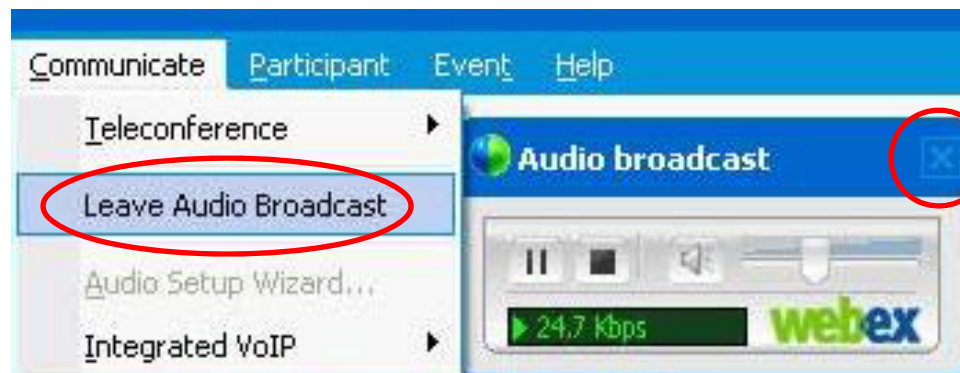
Today's audio is streaming over your computer's speakers or headphones.

You can adjust the volume on the Audio broadcast box:



If you hear an echo or are disconnected from the audio:

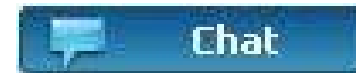
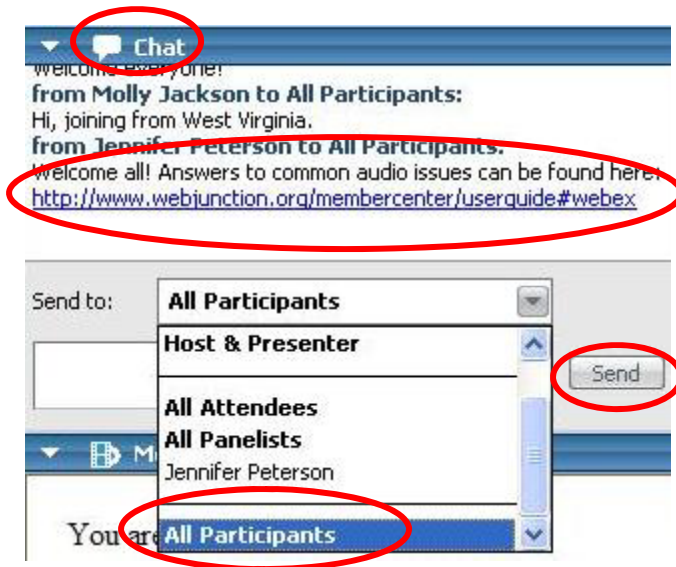
Select **Leave Audio Broadcast** or **click X** to close box(es). Then rejoin.





Chat Option

- If you have technical difficulties, please chat privately with “WJ Support.”
- Please post your questions to “All Participants.”
- Please paste to chat your links to relevant resources.



Step 1: Type in the **dialog box**.

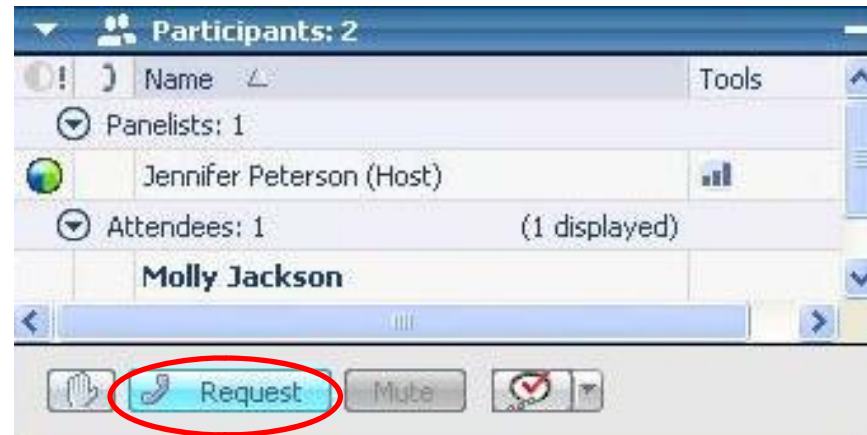
Step 2: Select **recipient(s)** from dropdown option.

Step 3: Click “**Send**” button.



If needed, access audio by telephone

If you cannot or do not wish to listen to today's audio via your computer, please follow these steps to join by telephone.



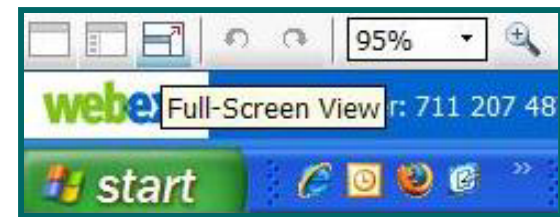
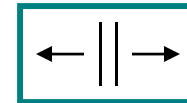
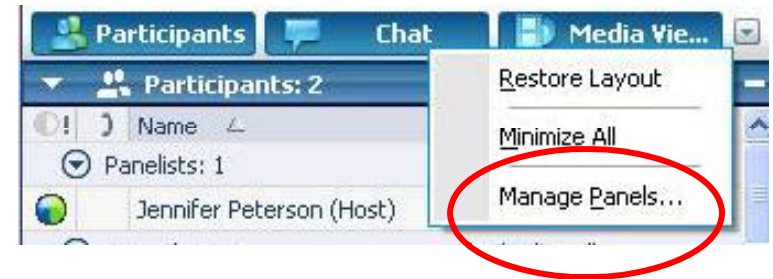
Click on **Request** under the participants list.

You will be provided with a toll-free number. Be sure to enter **#** following each of the operator's requests for **Access Code** and **Attendee ID**.



Customize your experience

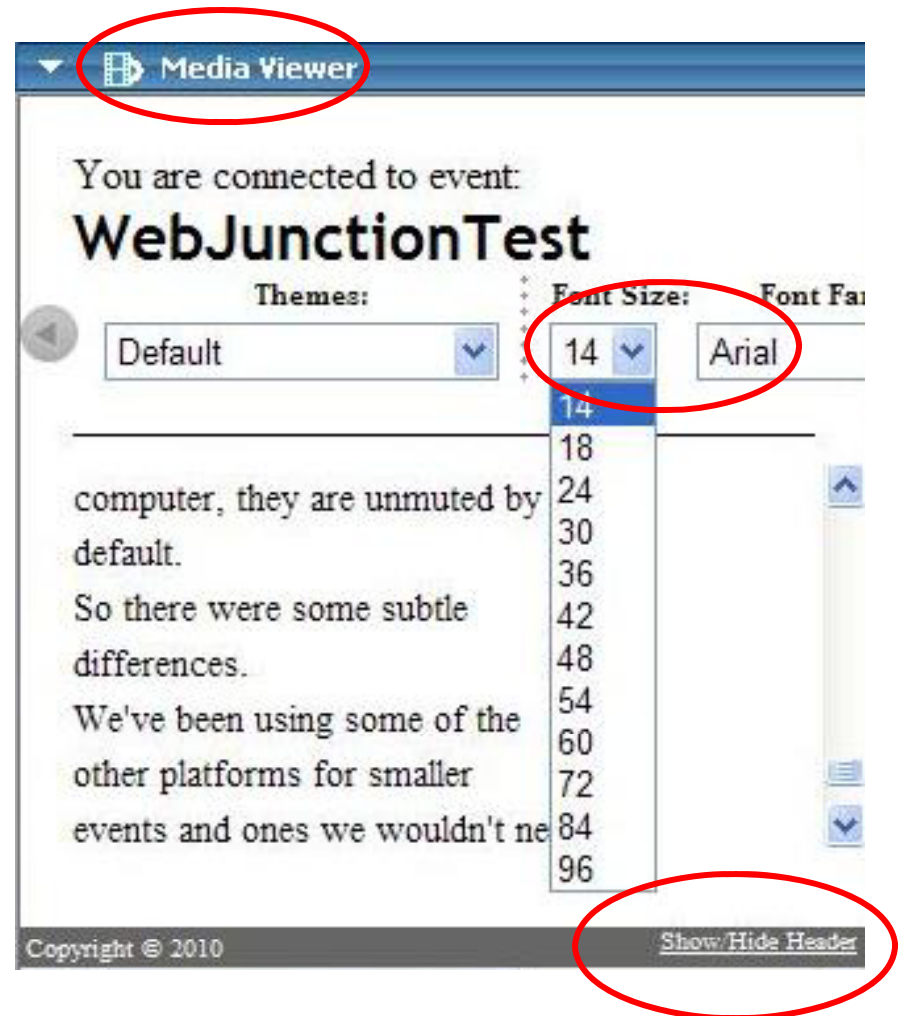
- Panels can be minimized or expanded
- Hover over edge of panels to drag and resize
- Size can be adjusted or presentation can be viewed “full screen”
- Use this menu at bottom right to return to panel view





Closed Captioning is available

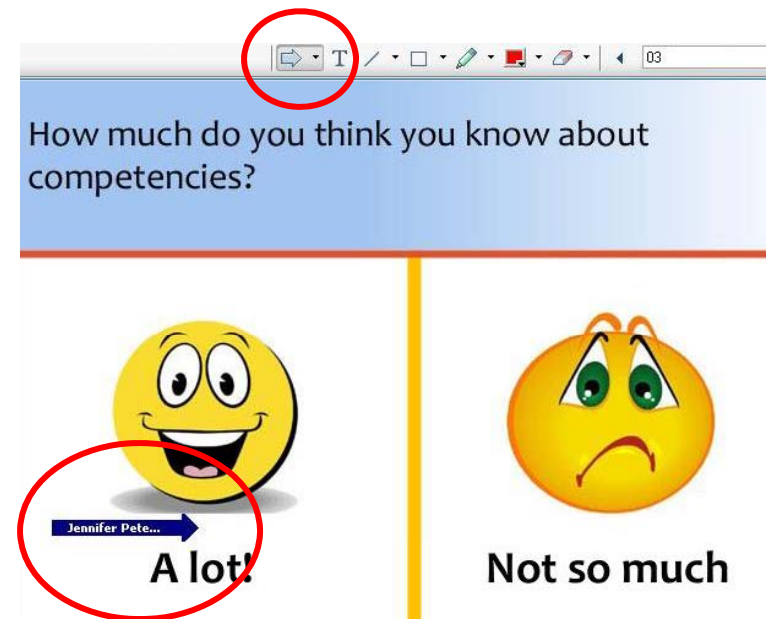
- Access via the **Media Viewer** on your Panel options.
- You may adjust the **font size and type** for captions.
- Then select **Show/Hide Header** in the bottom right corner.





Using the Pointer

- You'll be asked to use your pointer today to respond to questions.
- Please only use the pointer when asked!
- First click on the Arrow just above the slide.
- Then click on the slide to indicate your answer.





Remember to chat privately with
WJ Support if you need technical
assistance.

Other Technical problems?

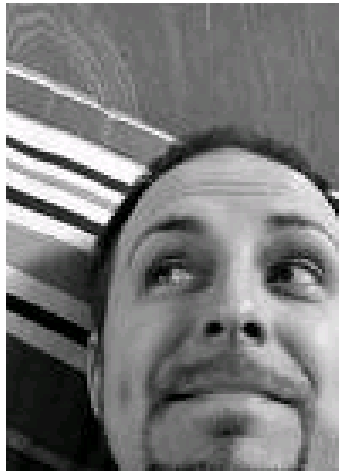
Contact WebEx support

Event Number: 716 197 806

Phone: 1-866-229-3239



Today's Producers



Michael Porter

Moderator

WebJunction
Communications
Manager



Jennifer Peterson

'WJ Support'

WebJunction
Community Manager



Today's twitter hashtag: #libcomp

Real Library Solutions using Competencies

- Sandra Smith
- Betha Gutsche





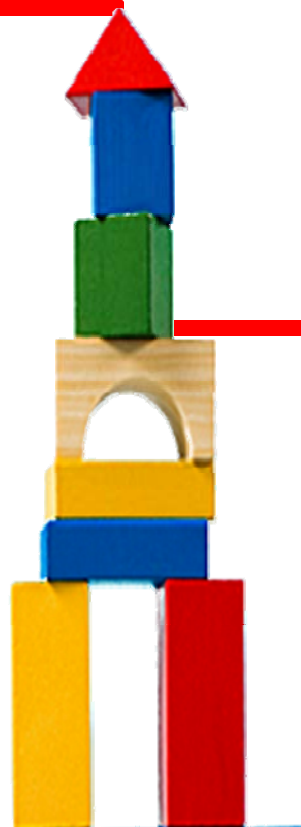
Sandra Smith

Denver Public Library
ssmith@denverlibrary.org



Betha Gutsche

WebJunction.org
gutscheb@oclc.org



How much do you think you know about competencies?



A lot!



Not so much

Do you think there's a one-size-fits-all competency set for all libraries?



YES!



Not so much

Are you using competencies in your library?



YES!



Not so much

What are Competencies?

The skills, knowledge, and behaviors necessary for the performance of a job or a specific task.

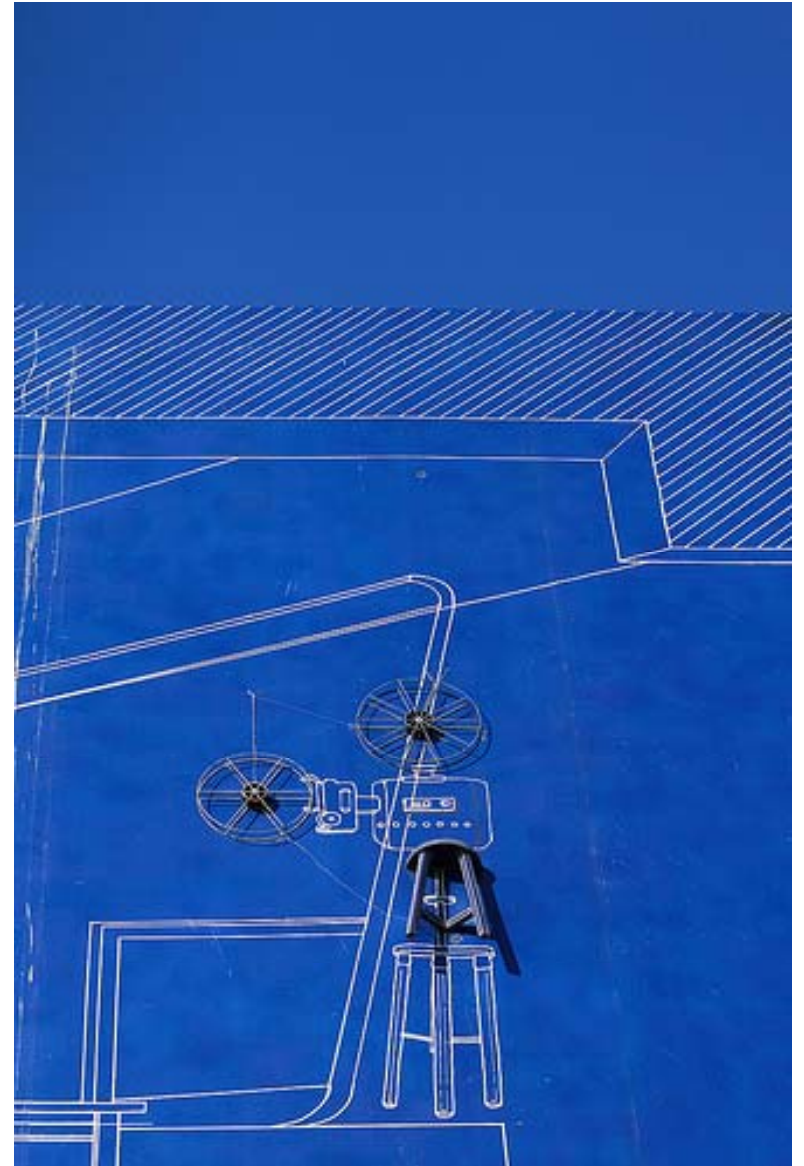
KSAs

- K = knowledge
- S = skills
- A = ? (abilities or attitudes or behaviors)

Competencies are
“blueprints for
success at work”

-Pat Carterette

Photo by [square\(tea\)](#) on Flickr



What are they not?

NOT:

- one size fits all
- meant to be overwhelming
- a rigid structure



When you hear about competency-based programs, do you ...?



Jump for joy!



Run and hide

At your library, are you hearing words such as “accountability,” “outcomes,” and “funding”?
What about “strategic”?



YES!



Not so much

Is your library evaluating its effectiveness as a community resource?



YES!



Huh?

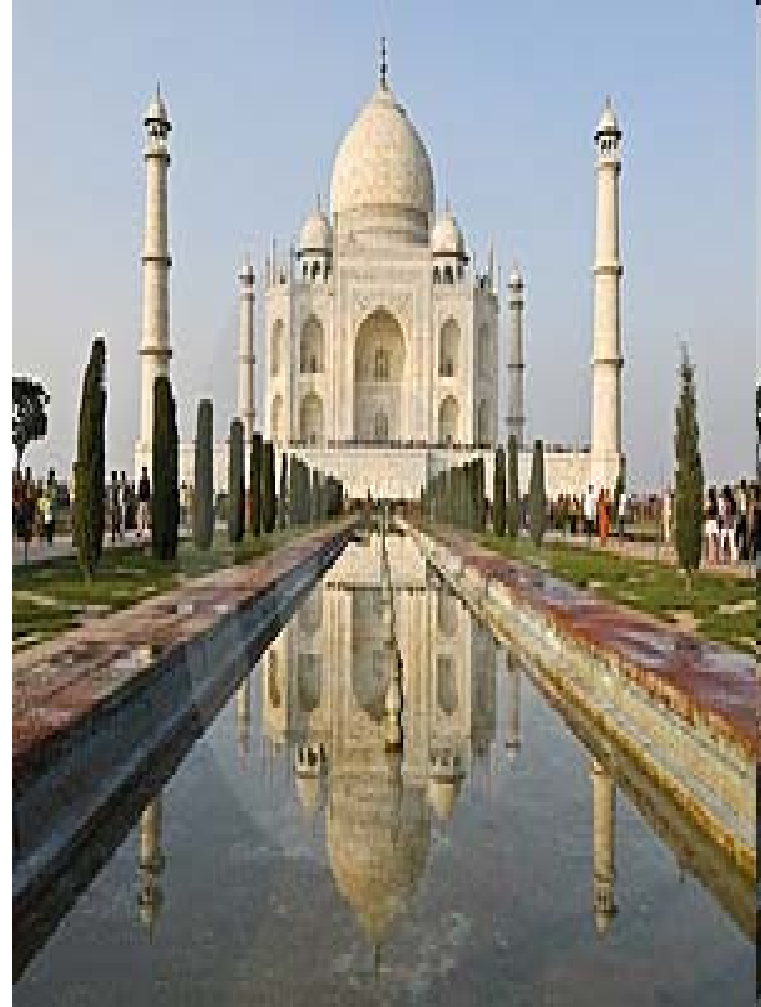


Everyone Gets Results!

Clarity
Consistency
Focus
Fast



WIIFM and WIIFML



The Four Employee Questions

WHAT am I supposed to do?

HOW am I supposed to do it?

How AM I doing it?

What ELSE can I do?



Our Library Takes Off!



- Accountability to stakeholders and community
- Credibility to customers/colleagues
- Building block for a Learning Organization
- Staff as an Asset

If you were handed a list of competencies for your position, would you...?



Feel empowered to seek targeted training and improve your skills!



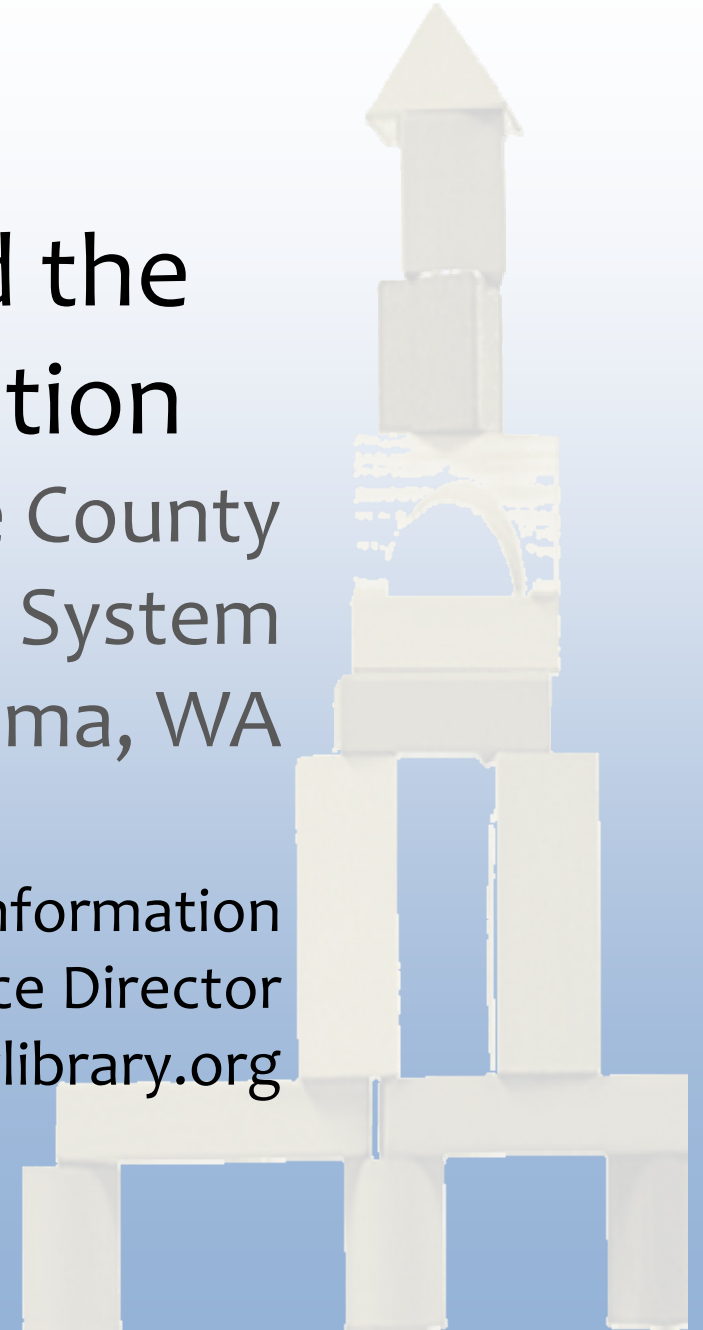
Feel overwhelmed and resentful

Case Study 1

Competencies and the Learning Organization

Pierce County
Library System
Tacoma, WA

Michele Leininger, Information
Experience Director
mleininger@piercescountylibrary.org



Training environment



Learning environment



“ in situations of rapid change,
only those that are

❑ **flexible**

❑ **adaptive**

❑ and **productive**

will excel”



Alignment is the key



How to
know where
you fit?

Competencies!

Core skills and qualities

1. Customer focus
2. Teamwork
3. Professional integrity
4. Leadership
5. Communication
6. Problem-solving
7. Change and learning
8. Positive attitude
9. Diversity

“What this looks like at work”

Do...

- Actively seek opportunities
- Stay current
- Be open to new ideas
- Etc.

Example from
Change &
Learning
competency

Don't...

- Assume that things are “good enough”
- Reject new ideas
- Ignore available learning opportunities
- Etc.

Have you ever said, or had said to you, “that’s not in my job description?”



YES!



No

Case Study 2

Competencies for Staff Training

Douglas County
Library System
Castle Rock, CO

Missy Shock, Training Manager
mshock@dclibraries.org



Why Competencies?

New Job Position

Undeveloped Job Description

Needed a Framework to Structure Expectations
to create a Specific Training Curriculum

“We developed competencies so a Trainer – me – would not go crazy not knowing what to teach!”

Missy Shock

Sample Competencies

- Patron Service: Effectively managing upset or angry patrons
- Reference Service: Using the reference interview to accurately determine a patron's information need
- Team Building: Demonstrating a friendly, respectful attitude towards other staff

Outcome

- Focused, effective training program
- Hiring strategy revisited, including behavior-based interview questions
- Beginning of accountability process using the competencies

Future

- Full accountability process using the competencies
- Expand to a systemic use in the employee cycle – hiring, training, performance, retention



Are all of your staff members able to perform core technology skills?



You bet!



What do you mean by “core”?

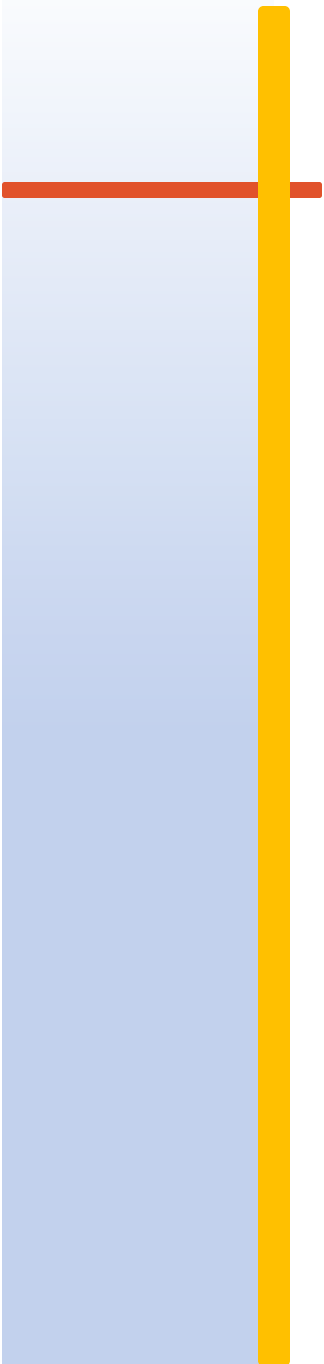
Case Study 3

Competencies and Core Technology

Southwest Iowa Library
Service Area, IA

Karen Burns, Administrator
kburns@swilsa.lib.ia.us





“I want my staff to be the technology wizards our public thinks we are.”



Don't reinvent the wheel.

DO customize it.



The wiki

Library Technology Competencies

A Self-Serve Guide to Achieving Excellence

[About the Guide](#)

Note: The Guide is a work in progress; "Core E-mail" is the section closest to completion.



[Core E-mail](#)



[Core Hardware](#)



[Core Internet](#)



[Core Operating Systems](#)



[Core Software Applications](#)



[Core Web Tools](#)

Core email

Pre- assessment

1. Pre-
assessment

4. Post-
assessment

Core E-mail

last edited by  Karen 1 wk ago

Pre-Evaluation: What can you do?

Post-Evaluation: Check yourself!

Note: In some of the tutorials you may see advertisements; scroll past any sections labeled as "advertisements," or "sponsored links"

General information about e-mail, and how it works:

[Internet: E-mail](#) GrassRootsDesign
[How e-mail works](#) Dynamic Web Solutions
[How e-mail works](#) How Stuff Works

A. Performs basic functions of e-mail applications

1. Receives, opens, forwards as needed, or deletes e-mail messages
Specific steps may vary according to the system or client you use: choose your system (or consult user manual, if yours isn't listed):

gmail
[Yahoo! Mail Quick Start](#) Yahoo
Hotmail: [Create a New Hotmail Account](#) Free Email Tutorials
Outlook
[Outlook 2003](#) Free Email Tutorials
[Outlook 2007](#) Free Email Tutorials
[Outlook Express](#)
[Mozilla Thunderbird Tutorial](#) Free Email Tutorials
[Mozilla Mail Tutorial](#) Free Email Tutorials

2. Can identify the parts of an e-mail address
[Understanding e-mail addresses](#) (Learnthenet)

3. Links to
just-in-time
learning

2.
Competency
statements

Tech wizards at your service



Do you think performance evaluations are done well in your library?



YES!



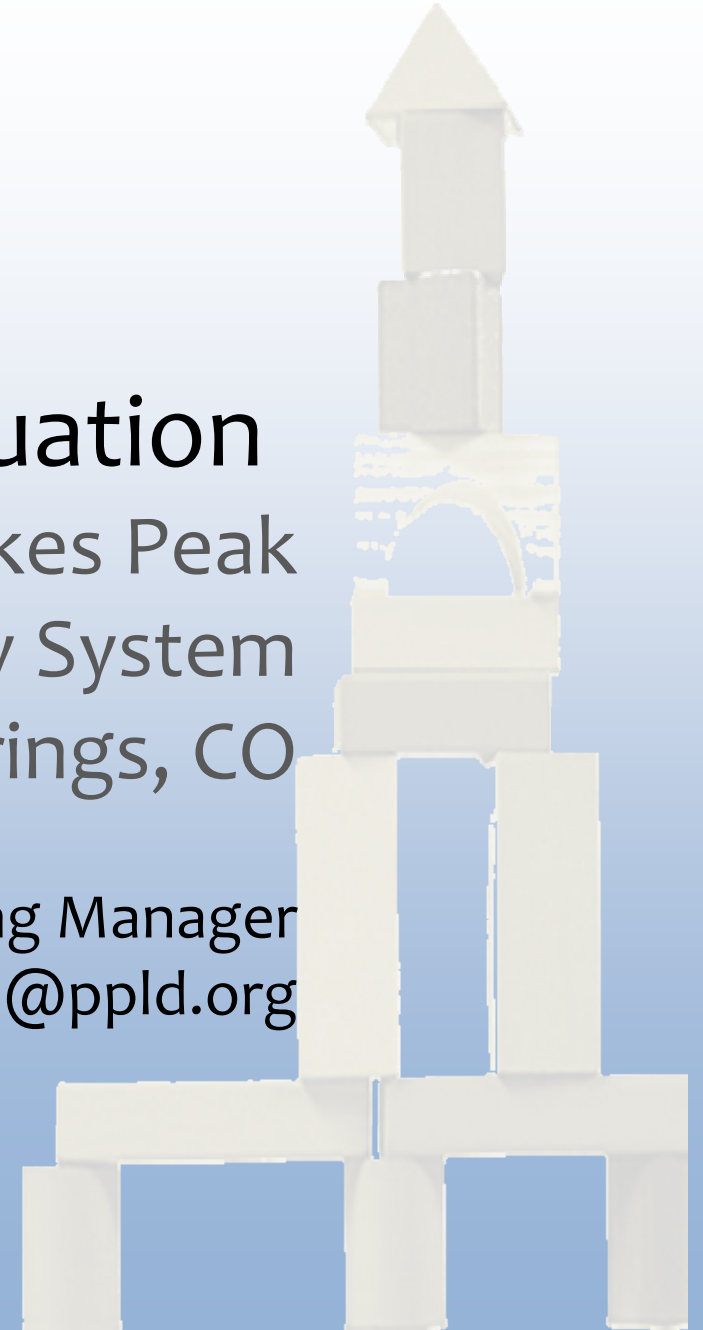
Not so much

Case Study 4

Competencies for Performance Evaluation

Pikes Peak
Library System
Colorado Springs, CO

Don Jenkins, Training Manager
djenkins@ppld.org



Why Competencies?

- Goal of paper-free performance evaluations
- Desired the staff flexibility and efficiency the software provided
- New software is a competency-based design
- Needed competencies for implementation

Process

- Supervisors managers designed essential functions for the job
- Also designed core competencies

Benefits



- Clarity for employees and supervisors in performance expectations
- Efficiency in managing performance
- Easy tracking and reporting of performance statistics and needs

Future

- Ability to look at performance trends
- Ability to evaluate supervisor effectiveness in performance management
- Not currently directly tied to pay



Do you know what training and learning you should do to be the best at your job?



YES!



Not so much

Case Study 5

Competencies and System-wide Training Goals

Arapahoe Library District
Denver, CO

Nevet Tenne, Coordinator of ALD University
ntenne@ald.lib.co.us



Why Competencies?

- Needed clarity for performance expectations of staff
- Provide a framework for redesigning and expanding system-wide training curriculum
- Needed clarity around supervisor expectations of training content
- System-wide focus on enhancing training program effectiveness

Process

- Driven by the training champions on staff
- Research about effective library training programs
- Managers/supervisors define competencies
- All staff have opportunity to give input

Sample Competencies

- *Public Safety: Be able to recognize and deal with patron's behavioral issues*
- *Reference Competencies: Hand off patrons using the A-S-K procedure to the appropriate party*
- *Library Hardware: Be able to troubleshoot technical issues*

Outcome

- A “living document” that links existing and desired training to defined competencies
- New training developed to match needs – done by staff SME’s
- Using competencies is now a “common, shared language” for staff
- Hiring process and decisions are driven by the competencies

Future

- Define competencies for all Job Families
- Create new training opportunities



Do you think competencies can make a difference for individual staff members?



YES!



Not so much

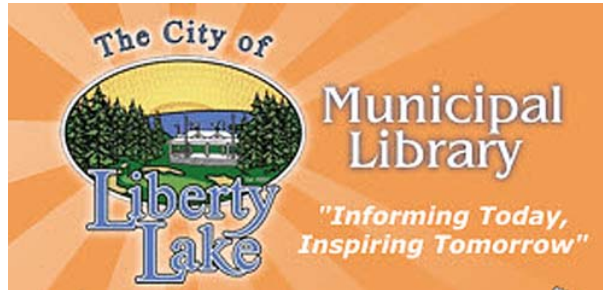
Case Study 6

Competencies for the Individual

Liberty Lake
Municipal Library
Liberty Lake , WA



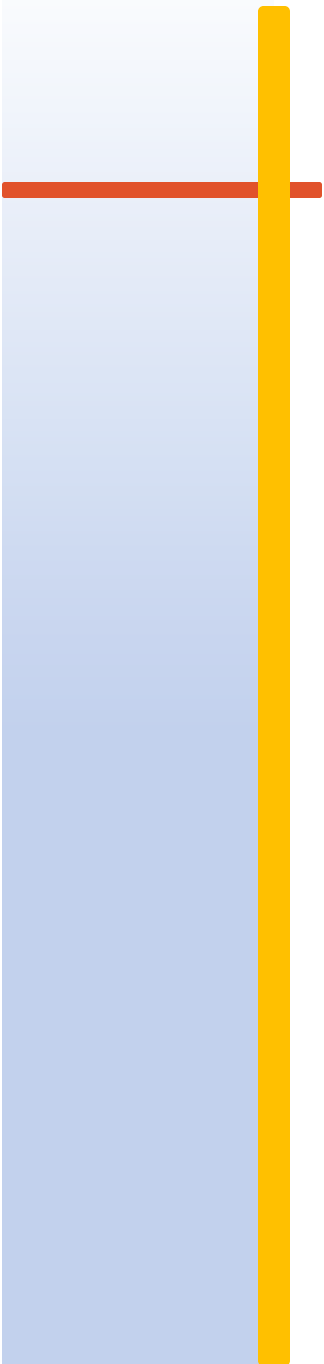
Meet Georgette



Liberty Lake
Municipal Library,
Liberty Lake, WA
pop: 5000



Georgette Rogers
Circulation Supervisor



“I love to learn—
life is constant learning!”



LSSCP Competency sets

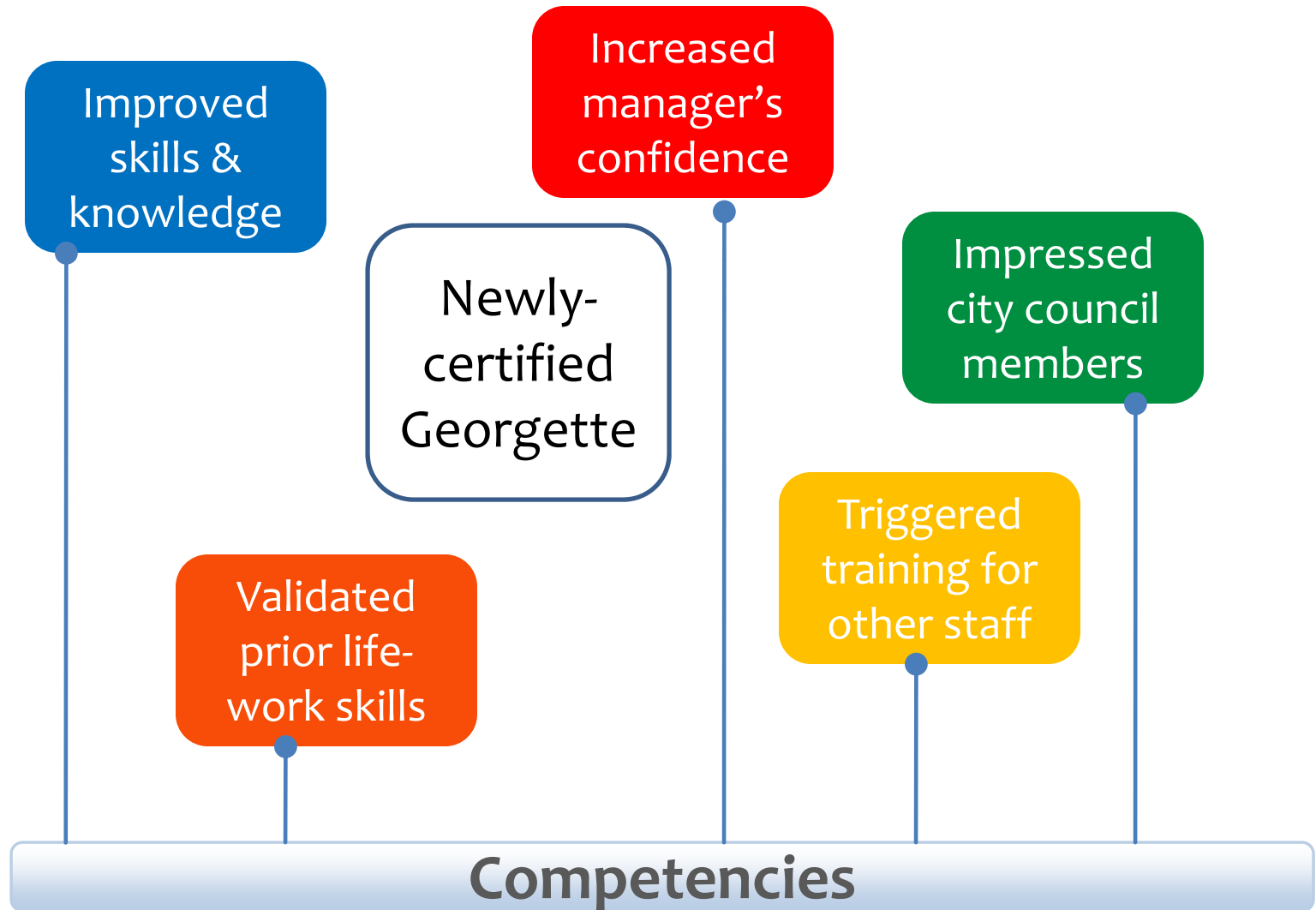
Required:

- Foundations of library service
- Communication & teamwork
- Technology

Elective:

- Access services
- Adult reader's advisory services
- Cataloging and classification
- Collection management
- Reference & information services
- Supervision & management
- Youth services

A personal foundation



Where are you now?



I can't wait to
get started!



I'm still thinking
about it

Takeaway Tips

FIND and Cultivate Champions and Early Adopters

CREATE an Open Process to Sell it: WIFFM and WIIFML

DON'T Recreate the Wheel

START Small and Build

ACCEPT that it takes Time and Effort to do

BELIEVE that the Result will be Worthwhile for All

RECOGNIZE competencies as Foundation for Your Library



Stay Connected

On WebJunction

webjunction.org/competencies

Crossroads (monthly newsletter)

webjunction.org/crossroads

Upcoming Events and Archives

webjunction.org/events/webinars