

Successful Supervising in Libraries of All Sizes

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So now you are a supervisor...

Almost all librarians supervise *someone*:

- Traditional Full-time Staff
- Part-time Staff
- Temporary (fill-in) Staff
- Volunteers

Today's learning objectives

- *Learn* about writing effective job descriptions, tools for scheduling and best practices for communicating with staff and volunteers.
- *Know* relevant regulations and statutes related to supervision.
- *Be able to* navigate conflict, motivate your team, and delegate effectively.

Scheduling

Budgeting Hours

1. List all positions at your library (full-time, part-time, hourly, and contractors)
2. Use hourly wage to calculate total cost of each employee
 - Include Benefits and Payroll Taxes

Online Tools for scheduling

- Microsoft Outlook
- Google Calendar
- Online apps and scheduling software - <https://joinhomebase.com>

Communicating with Staff & Volunteers

- Everyone has a preferred *modality of communication*
 - Visual, Auditory, Kinesthetic, Cognitive
- And a typical *style* of communication
 - Passive, Aggressive, Assertive
- And a preferred *method* with which to communicate
 - Email, text, phone, in-person
- Recognize your own and those who's work you direct helps foster good communication

Communicating with Staff and Volunteers – some questions

- What tools will you use to communicate with your staff/team? How often will communication occur?
- If you hold face-to-face meetings, do you follow an agenda with time limits for each item? Has the team developed ground rules for behavior in meetings?
- What are the team strategies for dealing with someone who dominates the conversation?
- How do you clearly communicate tasks, deliverables, due dates, and responsibility?
- How can you ensure all team members feel comfortable contributing in meetings?

Communicating with Volunteers

- Regular volunteer meetings – at least annually, maybe 2X/year
- Have a Volunteer Guidebook
- Have realistic expectations – manage for success!
- Make sure the volunteer program *helps* you, rather than making more work for you!
- Train, Train, Train!
- Special bullet point dedicated to training on patron privacy!

Effective Delegation

- Giving assignments to others, but also giving power of decision-making
- Benefits: increases staff buy-in, builds trust, helps develop new competencies, (eventually) frees up your time.
- Choose what to delegate and when, then explain the goal clearly, and define what good results look like.
- Don't delegate core responsibilities, crisis situations, or confidential matters.

Motivation and Team Building

- **Motivation:** Maslow's hierarchy – Basic needs, Psychological needs, Self-fulfillment needs.
- **Team Building:** any activity that entertains, motivates, and challenges staff while having the positive side-effect of improving skills related to collaboration. Examples include:
 - Staff Retreats, Field Trips, Taking Classes, Problem-Solving Activities

What Makes an OK Part-Time Job a Great Part-Time Job?

- Meaningful work
- Autonomy
- Good Schedule

Helping Volunteers Thrive

- Give them work they're good at and enjoy
- If they have a shift with consistent tasks, give them enough hours so they can be really comfortable with their responsibilities
- Value their institutional memory, local knowledge
- Show appreciation

Managing Conflict

Acquire Emotional Intelligence: Self-Awareness/Self-Regulation, Empathy, and Social Skills

Observe and Intervene proactively: it's easier to manage a small conflict than a big one

Biggest driver of Conflict: **Change**

Hiring and Evaluating

Job Descriptions

- Include summary, detailed duties and responsibilities, necessary qualifications and skills, and any physical requirements

Interviews

- Develop questions in advance, relate them to the duties and responsibilities, be consistent
- Avoid unlawful questions
- Create a welcoming environment

Onboarding

- Create first day schedule, and an orientation checklist for first day, week, month

Performance Evaluations

- Ongoing meetings and discussions important – should be no surprises at annual evaluation
- Six month probationary period gives library (and employee) chance to reconsider a “bad” fit

Job Descriptions & Evaluations: Volunteers

- **Friends of the Library**
- **Trustees (VTLIB trustee training April 4th!)**
- **Other**

Important Regulations and Statutes

Both Vermont and National Laws apply to supervision, including:

Employment practices

- Minimum wage
- Required benefits
- Mandatory leave

Non-discrimination

Accessibility/ADA

Employment posters: <http://labor.vermont.gov/mandatory-workplace-posters-vermont>

and <https://www.dol.gov/general/topics/posters>

Resources

[Friends of the Library Week](#)

[Fact Sheet #14A: Non-Profit Organizations and the Fair Labor Standards Act \(FLSA\)](#)

[FLSA info on regulations about volunteering hours as a paid employee](#)

[Common Good VT info on volunteer management](#)

[Information on Teen Volunteers](#)

[Fletcher Free Library Volunteer Job Descriptions](#)

[VTLIB Volunteer Manual](#)

[Sample Volunteer Information Form](#)

[Library Volunteers Code of Conduct](#)

[Track It Forward: What is a Volunteer Handbook](#)

[Sample Trustee Job Description](#)

[Sample MOU between Trustees and Friends](#)

[ALA Sample Job Descriptions](#)

[VT Sample Job Descriptions](#)

Questions?

Thank you for coming today!

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