When Library staffing ‘dries up’ – ‘immerse’ it with Work-Study Program

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Overview

- MCHS & MCHS Library Services
- MCCN Work Study Program
- Background
- MCHSL Staffing, Operating Sites & Hours
- HR Process – Hiring
- HR Process – Training
- Training Tools
- HR Process – Supervising
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- SWOT Analysis
- Conclusion
- References
- Q & A
MCCN Work Study Program (WSP)

- MCCN Campus-based Work Study Program
  - Unique for MCCN structure & operation
    - Private College
    - Not-for-profit
    - Large Corporate Setting
    - Specialized College (Nursing)
  - 100% Donor and MCCN Funded
    - Donations
    - Tuition discounting
- Based on Federal Work-Study Guidelines
- Students must complete FAFSA and be Financial Aid eligible
- MCCN Financial Services would require a staffing increase in order to implement and monitor the Federal WSP
- Participation in Federal WSP is analyzed annually
Background

- Change of MCHS Library Services leadership
- Restructuring and reorganizing of Library Services
  - Space
  - Operations
  - Staffing

- Expansion of MCHS
- Growth of MCCN enrollment
- Opening of Student Resident Halls
- Collaboration through Administrative Council for College and Student Services (ACCSS) in defining and justifying need for WSP support
  - Financial Guidelines
  - HR Guidelines
  - Training Guidelines
**MCHSL Staffing, Operating Sites & Hours**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>FTEs</th>
<th>WSP STUDENTS</th>
<th>OPERATING SITES (STAFFED)</th>
<th>OPERATING HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 2006</td>
<td>8</td>
<td>1-2</td>
<td>3 (3)</td>
<td>44</td>
</tr>
<tr>
<td>2007</td>
<td>5</td>
<td>6</td>
<td>4 (1)</td>
<td>52</td>
</tr>
<tr>
<td>2010</td>
<td>6</td>
<td>10</td>
<td>5 + 1* (1)</td>
<td>64+**</td>
</tr>
<tr>
<td>2013 &gt;</td>
<td>6 + 2***</td>
<td>6</td>
<td>6 + 2*** (1)</td>
<td>64+**</td>
</tr>
</tbody>
</table>

* - MCCN opened satellite Campus in Lancaster, Ohio

** - Library opening for special events and pre-exam study as requested by MCCN students

*** - Opening of new business (Consumer Health Library and virtual support of Corporate Library located in Mason City, Iowa)
HR Process - Hiring

• Communicate work opportunities
  – College and Library orientation and MCCN Open House events
  – Word-of-mouth
  – Library Social Media

• Interviewing & Hiring
  – Supervisor and Financial Aid Coordinator meet to review qualified applicants for Work-Study program, which considers Library as a work place
  – Supervisors schedules interviews, review applicants resumes, conduct interviews and follow up with applicants
  – Applicants receive “job description” for their review and get familiarized with policies and procedures (Service Excellence Standards, dress code, etc.)
  – Supervisors notify students about interview results
  – Work Study student meet with supervisors to schedule their work shifts

• Orientation
  – WSS must sign confidentiality and conflict of interest statements
  – WSS are introduced to the Library staff and working environment
  – They are provided with designated WSS locker space, mailboxes and message board
  – They are familiarized with common break room area
  – Provided with Library polo shirts
HR Process – Training

- Supervisors – Essential Responsibilities
  - Customer Services
    - Service Excellence Standards
      - Friendliness and Courtesy
      - Effective Communication
      - Professional Environment (Dress Code, ID badge)
      - First-class Service
      - Telephone standards and Scripts
    - Office Protocols
      - Checklist for opening/closing procedures and daily duties
      - work-schedule adjustments,
      - reporting absences,
      - familiarizing with staff and their duties and responsibilities
  - Communication
    - Customers
    - Library Staff
    - Full presence and visibility
HR Process – Training

• Library staff – Daily Operations
  • Troubleshooting Technologies (printers, copiers, micro-film devices, scanners, circulating lap-tops, etc.)
  • Basic circulation procedures
  • Basic reference
  • Interlibrary Loan Policies and Procedures

• Assigned Mentors – individually assigned special duties
  • Based on student skills and interests supervisor assign each students to member of Library staff
  • Mentors serve as advisors, role models, coaches and supporters
• Workstudy LibGuide - Contains all information they need such as important announcements, schedule, job description blank timesheet and evaluation form, meeting minutes and dress code

  http://libguides.mccn.edu/workstudy

• Labeling LibGuide - Provides visual instructions on how to label books and other library materials

  http://libguides.mccn.edu/labeling_guide
Training Tools

- Instructional Guides on Policy & Procedures (creating patron record, equipment instructions, etc.)
- Quick Guides (Instructional Cheat sheets)
- WSS Codex (collection of login information, passwords, phone lists, and other important information including Copyright & Fair Use Guidelines)
- Policies and Procedures Manual
- Emergency Response Manual
- Safety & Security Alerts
- Library Orientation

- Created workshops taught by librarians (Optimizing Nursing Research, PubMed Mechanics, My NCBI, Basic RefWorks, etc.)
- Learning Express Library link under Skills Improvement
- Online accessible software manuals (Excel, Word, Power Point)
HR Process - Supervising

- Supervisors (Health Sciences Librarian – Technical Services & Library Director)
  - Responsible for HR components of hiring, orienting, training and evaluating WSS performance
  - Monitor student performance
  - Apply policy and procedures in a fair manner to all WSS
  - Set clear expectations up front and provide on-going coaching and constructive feedback
  - Create and maintain WSS daily schedule
  - Sign and approve WSS timesheets by the due date
  - Keep track of WSS earnings
  - Call and lead WSS meetings as needed
  - Provide clear written guidelines and procedures
  - Establish hiring plan to be compliant with MCCN WSP Policies and Regulations

Remember that WSS are STUDENTS FIRST!!!
HR Process - Supervising

- Address problems as they arise – do not wait till performance evaluation
- Conflicts are taken care of in professional manner: complaints from customers or colleagues are handled by getting both sides of story separately and objectively
- Verbal warning is given, if necessary
  - Explain reason for warning
  - Provide positive feedback
  - If student’s job performance remains poor, Library supervisors and Financial Aid Coordinator work to find another setting for that student
- Notify MCCN Financial Services Coordinators if a student has stopped working
- Commit to create and provide safe work environment with all tools and equipment for WSS to complete assigned tasks
- Motivating Students
  - Maintain flexibility with scheduling
  - Establish a trusting relationship
  - Treat students with respect
- Librarians as Mentors
Formal Performance Evaluation is required at the end of Academic Year
Evaluation should provide constructive feedback on WSS performance
Purpose of Evaluation is to discuss, clarify and improve WSS performance and work engagement
Performance Evaluation is created to reflect MCHS Performance Appraisal Form
WSS completes the self-evaluation column and returns form to supervisor
Supervisor completes Manager rating column and schedules performance review with WSS
Library Director will be present
Signed copy of completed WSS Evaluation Form is kept in WSS file in Financial Services Office
WSS can be provided with references for future job applications
SWOT Analysis

Strengths:
- WSS complement Library staffing needs
- Library Services create great learning opportunities that are utilized for study needs
- WSS demonstrate great results in coursework and passing Nursing Board Exams
- Gain transferable skills (customer service, communication, professionalism, etc)
- Work in diverse environment
- Exposure to professional medical and academic staff

Weaknesses:
- Funds are not consistent
- Students gravitate to work opportunities in their field of study
- Low compensation
- Coordinate work schedule with school and social activities
- Lack of attention

Opportunities:
- Library staff can delegate tasks
- Good PR and Marketing for Library Services
- Bridge generational gap
- First-hand feedback to improve Library Services

Threats:
- Perception and stereotyping of Library Services
- National economic instability
- Maintain alumni relations and support
- Implementation of on-line coursework
Conclusion

MCHS Library Services in cooperation with MCCN Work-Study Program has created a culture and instilled a working environment which assimilate, appreciate and value student engagements by professional Library Staff and Library customers.

That has significantly increased interest for and retention of the WSS working at MCHSL.

It is undeniable that their contribution enables MCHSL to remain recognized for its customer service excellence despite a staffing shortage.
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