

Supervision and Management (Elective)
Portfolio Development Suggestions
October, 2012

Library Support Staff often hold positions that involve supervision and management. These staff members may also need to demonstrate the competencies specific to a department in which they work.

1. Library Support Staff (LSS) know basic regulations and laws that govern employment, library policies, and procedures; and how policies are influenced by local, state, and federal laws and regulations.

Portfolio Development Suggestions

- 1.1 List and discuss eight fundamental employment/labor laws (four state and four federal) and how they impact general library operation.
- 1.2 Collect sample employment policies from at least three different libraries of varying type and size. Compare and contrast these policies. Which ones do you think are best and why? Write a recommendation for adopting specific policies for a library.
- 1.3 Give examples of the types of legal employment-related issues you have encountered while supervising employees and how you have applied or would apply library policies to the situation.

2. LSS know basic principles of staff management, supervision, and discipline.

Portfolio Development Suggestions

- 2.1 Develop an annotated bibliography with at least six items on management, supervision, and discipline issues. Your bibliography should be both descriptive and evaluative. Identify one theory of management that you would like to put into practice. Briefly describe the theory and explain your choice.
- 2.2 Interview two library administrators from different libraries to learn about their policies on employee discipline. Get a written copy of the policies they use. Compare and contrast these policies. Which ones do you think are best and why? Write a recommendation for adopting a specific policy for a library.
- 2.3 Prepare a written warning to an employee and a written termination notice to an employee for insubordination. Illustrate how best to deliver these documents and best practices to use in these conversations. You may provide a video or audiotape or written script of how you would handle such a situation.

3. LSS participate in recruiting, hiring, training, evaluating, and promoting library staff.

Portfolio Development Suggestions

- 3.1 Prepare a recruiting document and sample interview questions for a library support staff position in a library. Discuss the connection between the recruiting document and the interview questions.
- 3.2 Research hiring policies at three libraries of your choice. If you have participated in hiring new employees, describe your own participation and the policies and procedures you followed. What would you suggest to improve the hiring process you used or the hiring process at another library?
- 3.3 Design a training program for a new employee who will shelve materials. Include a time frame, measures of success, and methods of formal evaluation. What instruction or training methods are the most appropriate and effective for the shelver's tasks? What methods would be least effective?
- 3.4 Research in management literature recommended policies to be used for staff promotion. Compare and contrast these policies to policies used in at least two libraries of your choice. What recommendations, if any, would you make to the libraries to improve their policies?

4. LSS set clear performance expectations for staff linked to the library's strategies and priorities.

Portfolio Development Suggestions

- 4.1 Create a bibliography of five articles about setting performance expectations. Your bibliography should be both descriptive and evaluative. Using what you learned from these articles and any past experience, prepare an annual performance plan for a library employee. Describe how this plan reflects a library's strategies.
- 4.2 Interview two library administrators from different libraries to learn about their methods of linking expectations for employees to their library's strategic directions. Compare and contrast these policies. Which ones do you think are best and why? Write a recommendation for adopting a specific method for a library.

5. LSS know basic principles of leadership.

Portfolio Development Suggestions

- 5.1 Give specific examples of how you have demonstrated leadership in a major project or initiative at a library. What worked well in this project or initiative? What would you do differently next time? What are your particular leadership skills that help a team succeed?

- 5.2 Identify and briefly describe three leadership theories. Based on your experience, choose one theory of leadership that you would like to put into practice and how. Explain your choice.

6. LSS plan, implement, and encourage participation in staff development activities.

Portfolio Development Suggestions

- 6.1 Describe your role in developing library staff improvement activities, or prepare a plan for a specific staff development activity. Your description of the plan should include an agenda, budget, work assignments, goals, and how the activity is evaluated.
- 6.2 Give one example of how you identified staff training needs and developed a training opportunity to meet that need. Describe why you chose the method of training and how you encouraged staff to participate. How did you evaluate the training?
- 6.3 Interview two library administrators from different libraries to learn about their policies on staff development. Get copies of these policies. Compare and contrast these policies. Which ones do you think are best and why? Write a recommendation for adopting a specific policy for a library.

7. LSS know the value of written, approved policies and procedures and the difference between policies and procedures and are able to develop policies and procedures for review.

Portfolio Development Suggestions

- 7.1 Interview two library administrators from different libraries to learn their opinions about the value of written policies and the differences between policies and procedures. Compare and contrast these opinions. Which one do you agree with and why?
- 7.2 Identify a recent policy change that impacted public service in a library. Who approved the change, why was the policy changed, and what was the impact on library users and staff? Was there resistance to the policy change? What suggestions do you have for future policy changes?

8. LSS know the basic purposes and concepts of budgeting and are able to request, defend, and follow a budget for library activities.

Portfolio Development Suggestions

- 8.1 Describe how a library creates its budget plan. What is the philosophy behind the budget development? Are staff involved and, if so, how? Describe how a library uses grants and other funds in its budget plan.

- 8.2 Describe your experience in preparing a budget and presenting it to a supervisor, board, council, department head, or other group of library leaders. Discuss the process that you used to establish the budget and obtain its approval. Describe the outcome for that budget and how you addressed unexpected financial difficulties or conflicts.
- 8.3 Describe a budget you created or monitored for a project. Discuss the process of creating or monitoring that budget and its components, its implementation, any problems encountered implementing it, and how you measured and evaluated its effectiveness.

9. LSS know the basics of fundraising and grant writing and are able to prepare a proposal to raise funds to support library programs.

Portfolio Development Suggestions

- 9.1 Research and describe the key elements in writing a grant proposal. Choose a new or existing library service and provide a detailed outline of writing a grant proposal for this service, using the key grant-writing elements you identified.
- 9.2 Develop a bibliography with at least six items on financial development strategies for a library. Your bibliography should be both descriptive and evaluative. Describe your work in the fundraising efforts at a library. What tactics did you use and why did you choose them? Evaluate the effect and success of these tactics. What would you do differently next time?
- 9.3 Prepare a mock promotional piece to use for fundraising to build a new branch, add an addition to an existing library building, or begin a new service. The piece should include the need for the building or service and how the library users would benefit.

10. LSS plan library services based on community demographics, data analysis, and needs and are able to evaluate these services.

Portfolio Development Suggestions

- 10.1 Investigate the demographics of the community of one type of library. Based on your findings, describe a library service that would meet the needs of one major community group. What would be the goals and objectives for these services? How would you measure if the goals and objectives were met?
- 10.2 Examine a library's long-range plan. Identify and discuss how the planners identified the community demographics, assessed needs, and plan to evaluate the plan's success.
- 10.3 Develop a bibliography with at least five items about long-range planning. Compare and contrast the planning methods described. Identify one theory of planning that you would like to put into practice. Briefly describe the theory and explain your choice.

10.4 Develop a bibliography on demographic resources for your community, academic, or school environment. Which of these resources do you think are most helpful for planning for library services and why?

11. LSS know the principles and the value of forming partnerships with other libraries, agencies, and organizations.

Portfolio Development Suggestions

- 11.1 Describe two collaborative efforts of your library, one with another library and one with a community agency or organization. What was successful about each of these collaborations and how could they have been improved? What is the value of these collaborations for the library user? What are the barriers to successful collaborations and what factors make the collaborations successful?
- 11.2 Choose a cooperative relationship between a library and another organization. Interview a staff person in each organization and summarize their opinions about the advantages and disadvantages of the relationship.
- 11.3 Identify potential cooperative endeavors that a library might begin. What would be the value of these relationships for library users? What are the principal issues that would need to be addressed and what factors would help ensure success? What issues would need discussion and resolution to achieve success?

12. LSS know the principles of marketing the library and its services and can develop and implement a marketing plan.

Portfolio Development Suggestions

- 12.1 Provide examples of significant promotional pieces that you have prepared for promoting programs and activities at a library. What were your goals in developing these marketing tools? How would you evaluate the success of these tools?
- 12.2 Develop a bibliography on marketing, including at least five items. Your bibliography should be descriptive and evaluative. Identify one theory of marketing that you would like to put into practice. Briefly describe the theory and explain your choice.
- 12.3 Research what elements should be in a marketing plan. Prepare a detailed outline for a marketing plan for a library. If your library has a marketing plan, evaluate it in light of your research.

13. LSS develop realistic goals and measurable objectives after careful consideration of benefits, risks, and impact on the library's current and future needs.

Portfolio Development Suggestions

- 13.1 Research basic elements in a strategic plan for a library (if a public library, research the planning processes developed by the ALA Public Library Association). From your research, prepare a detailed and comprehensive outline of all the elements and steps in strategic planning. Write at least one goal, objective, and measurement for a library.
- 13.2 Plan a new service or program for a library. Develop goals and measurable objectives for this service. Discuss the service's benefits to the library and its users. Identify potential risks for the library. What factors prompted the development of this new service?
- 13.3 If you work in a library that has a long-range or strategic plan, evaluate its progress thus far with particular emphasis on how progress is measured. What kinds of measurements are being used? How might you change them?

14. LSS apply concepts of user-oriented customer service to build positive relationships between staff and users.

Portfolio Development Suggestions

- 14.1 Identify and describe five important elements of customer service. Indicate the sources of your information. Rank the five elements in order of importance and indicate why you put them in that order. Discuss if the elements and rank would be different for a different type of library or a library of a different size.
- 14.2 Video or audiotape or provide a script showing examples of poor customer service and good customer service. Describe the differences.
- 14.3 Visit three retail stores, including a bookstore. First observe and experience their customer service and then interview a manager to learn their customer service policies. From this experience, describe one new customer service initiative that might benefit a library and discuss how and why it might be effective.
- 14.4 Describe what communication skills you believe are most important in working with library users. Give specific examples of how you use these skills in speaking with different types of users, based on differences such as age, gender, and disabilities.

15. LSS know the basic principles of meeting management and conduct meetings effectively and efficiently.

Portfolio Development Suggestions

- 15.1 Research good meeting management and describe key principles that lead to productive meetings. Give three examples of meetings that you regularly attend and apply the principles of good meeting management to these meetings. Develop an action plan to improve these meetings.

- 15.2 Develop a bibliography on the topic of managing meetings. Compare and contrast the suggested techniques. Identify one method of managing meetings you would like to use and explain why.
- 15.3 Describe a meeting that you conducted. Include the agenda for the meeting. What worked well and what needed to be improved? Did the meeting go as expected? Were all of the agenda items covered? Develop a plan to make improvements.

16. LSS know the concepts of effective decision making and are able to make decisions as appropriate.

Portfolio Development Suggestions

- 16.1 Prepare a bibliography of at least five articles on decision making. Your bibliography should be descriptive and evaluative. Relate the articles to a decision you have made or that a manager you worked with made. What decision-making technique was used?
- 16.2 Research participative management as a decision-making technique. What are its advantages and disadvantages? In which circumstances is it best used and when should it not be used? Relate an experience with participative management that you experienced and indicate your opinion of its value.
- 16.3 Research delegation as a decision-making technique. What are its advantages and disadvantages? In which circumstances is it best used and when should it not be used? Relate an experience with delegation that you experienced and indicate your opinion of its value.