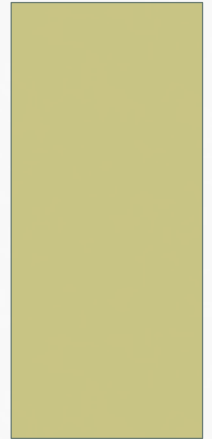


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WHEN IT'S TIME FOR A CHANGE.

NAVIGATING HUMAN RESOURCES IN THE
ACADEMIC WORLD



MY STORY

- Small business owner and arts management
- Hired six month temporary contract, have now stayed five years
- Dean recognized management skills from business background
- Access Services Librarian position created
- Inherited a number of performance issues

LIBRARY SCHOOL

- Library Schools lack situational management training
- Service based profession
- No customer service classes
- No instruction on Human Resource (HR) issues specific to libraries



**KEEP CALM
AND
GOOD LUCK
IN YOUR NEW JOB**

FIRST DAY ON THE JOB...

TIME TO MEET THE STAFF

FIRST DAY

- Be warm, welcoming and open
- Allow staff to explain position and tasks
- Open door policy...emotional intelligence
- Do not allow preconceived notions from others to affect initial evaluation

EVALUATION- GETTING TO KNOW EACH OTHER

- Observe, observe, observe
- Spend time getting to know workflow
- Work alongside the employees to get a sense of how they perform under pressure
- No drastic changes right away
- Review past work evaluations to provide history of employee performance

IDENTIFY ISSUES

- Verbally discuss issues and expectations
- Write down position expectations and share with employees
- Address these first glance issues informally by sharing guidelines for better outcomes

EXAMPLES

- Not being able to say no...to anyone...ever
- Leaving work without notice
- Sleeping on the job
- Poor communication skills
- Inability to manage technical projects
- Outbursts of anger directed at other employees or patrons
- Belief that job caused health issues
- Mental health challenges

COMMUNICATING WITH HR

- Open up a dialogue with HR manager
- Water Cooler in office talk
- Lay out steps being taken to address performance issues

BUILDING A RECORD OF PERFORMANCE

- After speaking with an employee in office, send a follow up email
- After speaking with an employee in circulation area send follow up email
- Set up recurring biweekly meetings. Ask employee to contribute to discussion, save agenda in a file on computer

BUILDING A RECORD OF PERFORMANCE

- Evaluations done on an annual basis. DO NOT only evaluate the employee when performing poorly
- Be specific
- Maintain the privacy of the employee under all circumstances

THE MEMO TRAIN

- Write official memo that requires signatures and will go in employee HR record
- Include action items with roadmap for improved performance
- Situation may require consecutive memos to address. One and done may not work.
- Expect a written response from the employee. This is when things get real.

THE HR CONNECTION

- Suggest the HR EAP(Employee Assistance Program) program if it applies
- Things that require disciplinary action should be dealt with immediately with memo, meeting with HR, employee and supervisor

WHEN CUSTOMER SERVICE BEGINS TO SUFFER

- Work beside employee on occasion to monitor service desk performance
- Be aware of “innocence by deflection”
- Walk away from conversation that should NOT be had in front of patrons.
- Do not try to explain in the public arena

NAVIGATING UNFRIENDLY WATERS

- Do not personalize negative feedback
- Set boundaries about how and when employees can “vent”
- Continue to create a record of every interaction

NAVIGATING UNFRIENDLY WATERS

- Everyone talks. Do not fall prey to office gossip. REMEMBER, privacy of the employee is of utmost importance
- HR's main priority is to protect the school from liability, not to protect you
- Protected classes
- Resignation or firing

THE FINAL DAY

- Coordinate the cleaning of the office with HR. Many do this during off times to avoid contact
- If you detect elevated hostility communicate with HR and security immediately
- Set positive tone for remaining staff
- DO NOT speak about the employee after they are gone. This is a violation of employee privacy. Learn the smile and nod.



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