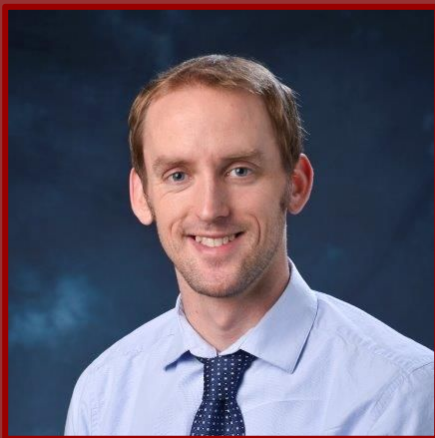


New Librarians

Building Culture & Connections

Onboarding, Training, & Manuals

bit.ly/newlibrariantrainingmanual



Adam H. Lisbon

Japanese & Korean Studies
Librarian

Background:

ESL / EFL teacher in the US and Japan.
My job at CU-Boulder is my first full time
library position.



Megan E. Welsh

Interdisciplinary Arts &
Humanities Librarian

Background:

Early childhood education and one year at
a small, rural academic library in upstate
NY.

When we started our new jobs...

We thought our training & orientations could be improved...



and started investigating...



...and discovered we had questions & ideas others were researching.



What were our questions and ideas?



Should this be this hard, or am I not good at this?



Who do I talk to about...



Are other libraries this confusing?



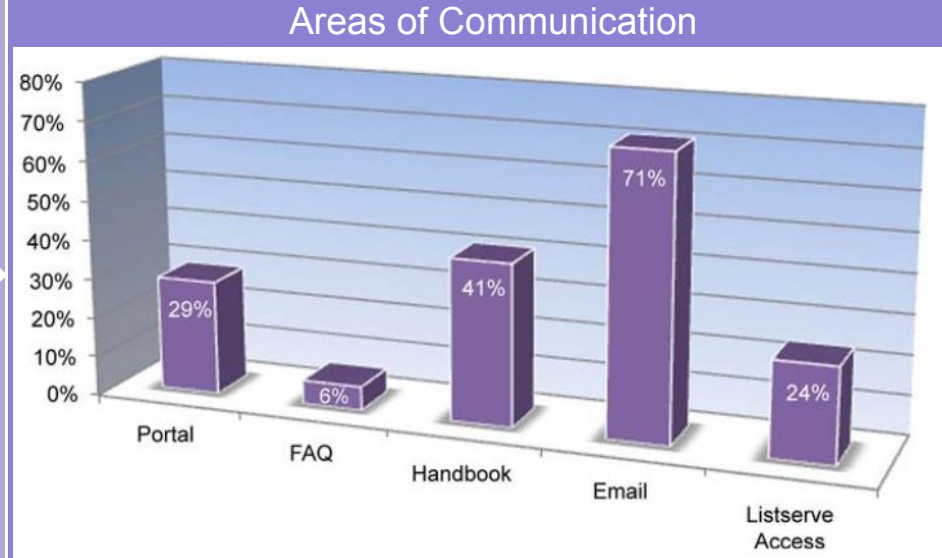
I don't feel like I really know what I'm doing....



Isn't there some kind of guide?

Communicating with new employees

Graybill's first chart:
Libraries apply different tactics for communicating with and train new employees. Email is most common. While knowledge repositories like handbooks, portals, and FAQs are not as developed.



Graybill et al., "Employee Onboarding." p 207.

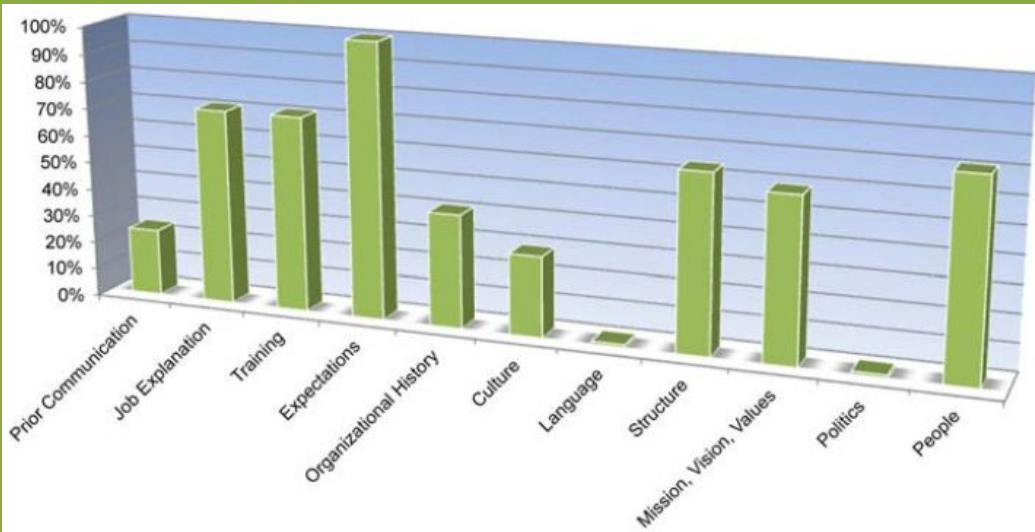
At CU, we do have some of these elements, but their use and maintenance is not applied consistently, nor is it clear how effective they are.

Are other libraries this confusing?

Graybill's second chart:
Not all libraries implement the essential activities that onboarding & orienting literature recommend. (only 2 do nearly all of these)



Comparison of Socialization Components



Graybill et al., "Employee Onboarding." p 207.

At CU Boulder, we DO engage in many of these activities with our new employees. The question is how effectively we do it, and how well organized we are.

What's hard for new librarians?

Where are new librarians coming from? Especially those who are starting their first job as a librarian.

how to get things done was the undertone for a lot of complaints new hires had.



TABLE 7
Hardest Thing to Learn Open-Ended
Question: Major Themes

- Workplace politics/culture
- How to get things done
- Collection development
- Local procedures, resources, structures
- Time management/workload management
- Saying no
- Conflict management
- Relationships with faculty

Oud, "Adjusting to the Workplace." p 262.

What's hard for new Librarians

Our guide was initially designed to address the more confusing points in our own orientation, but we have to understand from Graybill, Oud, and others that there are wide ranging onboarding and orientation issues that we hadn't even considered. We will pursue how to integrate these weak spots to better welcome our new colleagues in the future.



What did we do about this?

1st Day

Insert a short description here. For example: Meet your supervisor, colleagues, and handle some basic paperwork. You will also activate a variety of online accounts that cover payroll, productivity, etc.

☐ Task to be completed goes here

Colleague(s) to contact

[Relevant webpage if there is one](#)

A short description of the task may be typed here.

We made a guide with some help from our supervisors.

Then we had our guide approved as an official libraries document.

Now, we are researching how to make our initial idea better.

❑ Get Keys

Human Resources

[Human Resources contact](#)

Receive keys to your office space and any other spaces for which you are responsible.

❑ Create your Email Signature

[Link below](#)

[Email Signature Guidelines](#)

Create a standard email signature which will automatically be inserted at the end of all outgoing emails.

❑ Set up your Office Phone

[Links below](#)

[Voicemail Instructions](#)

[General Phone Instructions](#)

Review the instructions to setup your voicemail. Ask a colleague to call your office phone to verify that your phone extension is correct and to test your voicemail. Identify how to call long distance.

❑ ILS Log-In Credentials

[Your Supervisor](#)

[No Linked Resources](#)

Request the credentials for the Integrated Library System (ILS).

Our research questions...

1. How effective is the New Libraries Faculty Guide?
2. What are Faculty and Staff attitudes about the guide?
3. What do Libraries Faculty think about orientation and onboarding practices at CU Boulder?

From whom and how did we gather data?

Newest
Librarians:

Individual
Interviews

(3 of 3)

New
Librarians:

Focus Groups

(5 of 11)

Veteran
Librarians:

Focus Groups

(6 of 29)

Supervisors:

Google Form
Survey

(8 of 14)

All Libraries Faculty & Staff:

Google Doc Comments (100 comments; 175 possible participants)

All Libraries Faculty & Staff:

Final Call for Comments (2 comments; 175 possible participants)

How did we analyze our data?

Coded comments as...



```
graph TD; A[Coded comments as...] --> B[Positive]; A --> C[Neutral]; A --> D[Negative]; A --> E[Constructive]; C --> D;
```

Positive

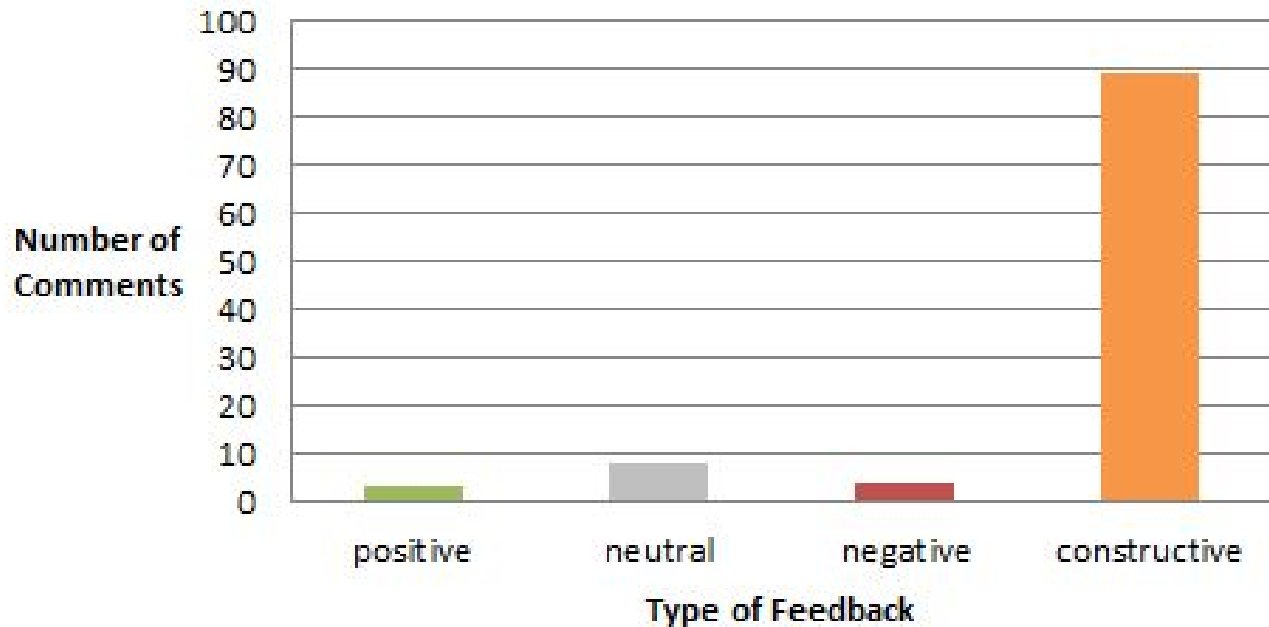
Neutral

Negative

Constructive

Google Doc Comments

Number & Nature of Comments



Google Doc Themes & Conclusions

Typos &
formatting

Need for details

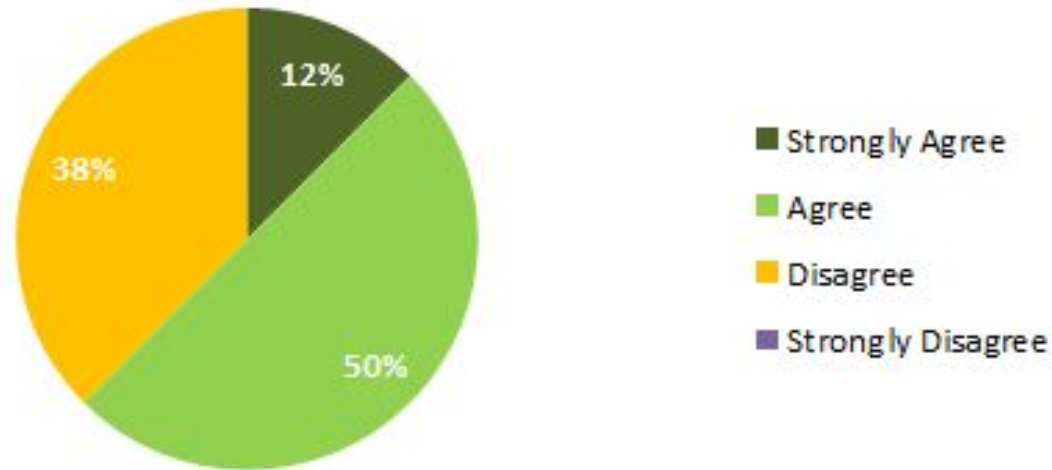
Positive Comments

Shifts in
responsibilities

Volunteers

Supervisor Questionnaire

"The CU Libraries, as a whole, has done an effective job training new employees."



Supervisor Questionnaire

The responses...

- Focused on the guide
- Overwhelmingly positive (31 positive comments)
- Only 3 constructive comments

The conclusions...

- The guide is easy & helpful (for supervisors *and* new faculty),
- Need customization options for different departments



Open comments

Responses:

“...thanks for adding this!”

“My immediate supervisor did very little to assist when I joined the Libraries faculty.”

Conclusions:

- Not effective for gathering much additional data
- Comments were consistent with the rest of the research: expressing gratitude and the need for new employee training.

1-on-1 Interviews

Interviewees actually used the guide to get settled at CU.

The Guide



Succinct, Subtext,
Connecting

Roles, Division of
Time, Mission / Pay

Libraries Orientation Procedure

Lunch

Training, Basics,
Prep-work



Focus Groups

New Librarians hired in the last 3 years
+
Veteran Librarians working more than 3 years

The Guide



Structure,
Manageable,
It Exists!

Roles, Division of
Time, Accuracy,
Customization

Libraries Orientation Procedure

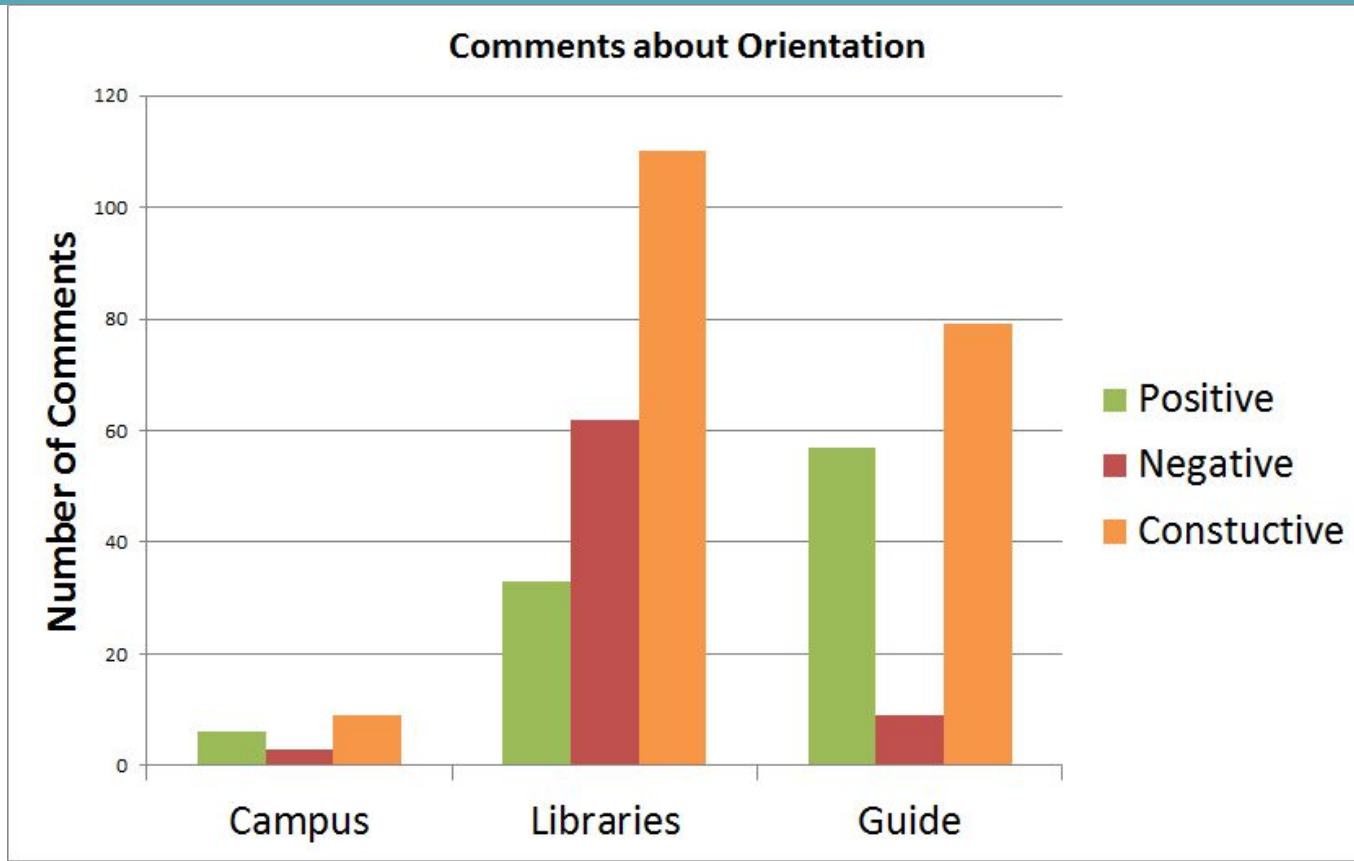
Lunch!

Solo, Training, Basics,
Prep-work



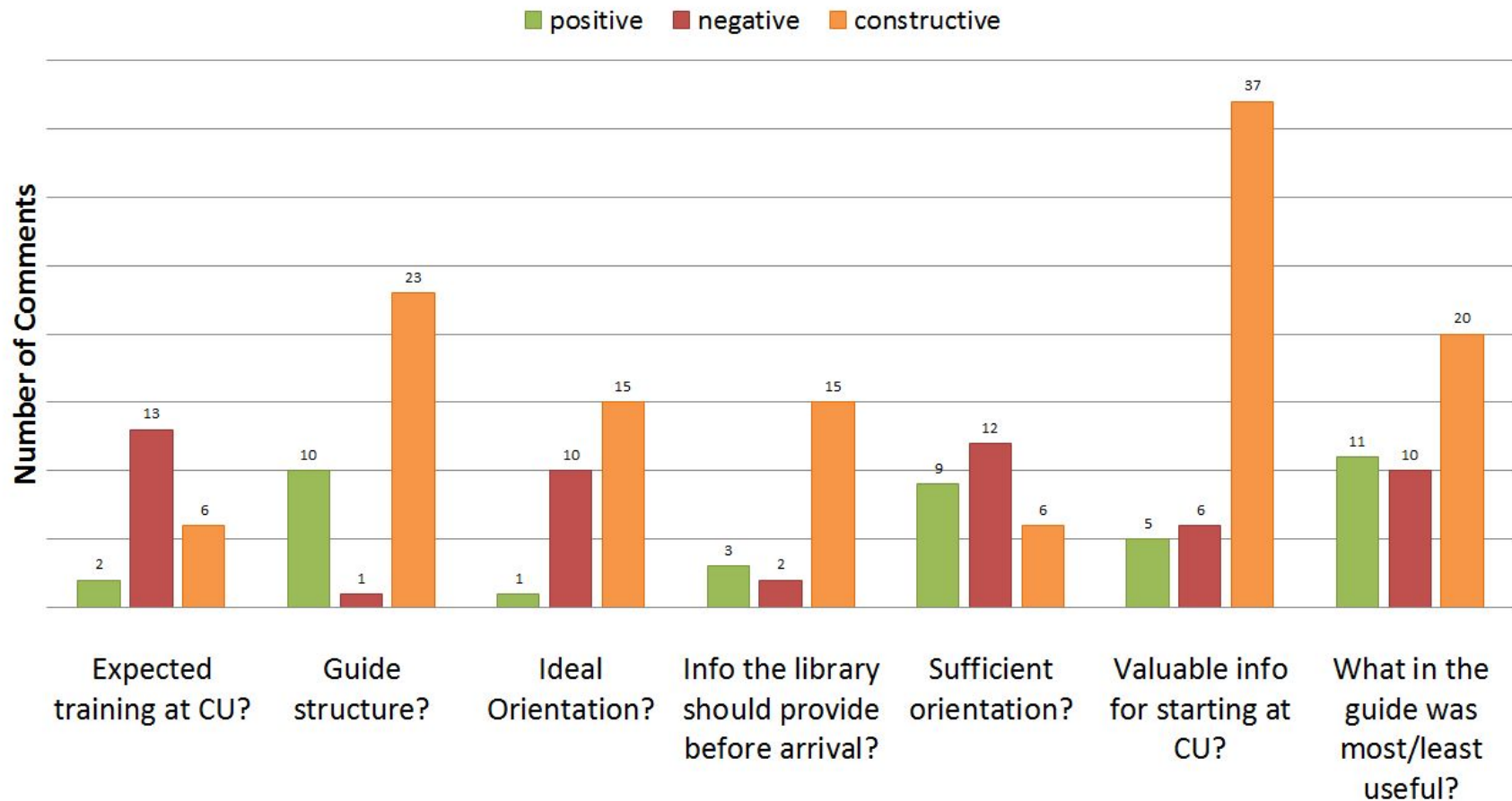
Big Picture Data:

Positive, Negative, & Constructive
Comments: Totals
(Interviews & Focus Groups Combined)



Big Picture Data:

Positive, Negative, & Constructive Comments:
Totals per Question(Interviews & Focus Groups Combined)



Some things that stood out...

Restaurants vs. Libraries

I didn't know I didn't know. Then I forgot I didn't know.

Where's the Stapler?

We're all in this together.

Looking for cheese in a maze.

Future Challenges

Initial Revisions / Additions

Typos, inaccuracies,
volunteers, clarifications,
reorganizing

Incorporating
Institutional Values /
Promoting Socialization

Supervisor's guide
+ Before the new
employees arrives

Logistics

Keeping the Guide
up-to-date...how?

How to make the guide more
customizable / flexible



Thank you!

Any Questions?

Sources:

Oud, Joanne. "Adjusting to the Workplace: Transitions Faced by New Academic Librarians." *College & Research Libraries* 69, no. 3 (2008): 252–267.

Graybill, Jolie O., Maria Taesil Hudson Carpenter, Jerome Offord Jr, Mary Piorun, and Gary Shaffer. "Employee Onboarding: Identification of Best Practices in ACRL Libraries." *Library Management* 34, no. 3 (2013): 200–218. doi:10.1108/01435121311310897.

World Alliance for Patient Safety. "WHO Surgical Safety Checklist." Accessed October 15, 2014. http://www.who.int/patientsafety/safesurgery/ss_checklist/en/.

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