

Technology Training and Competencies

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Why Bother to Train Staff on Tech?

Save money

Strengthen
staff skills and
confidence

Improve
customer
service

Show
institutional
commitment to
lifelong
learning

Increase staff
retention rate



Increase
efficiency and
productivity

Motivate staff
to keep
learning



What Does It Take?



Photo by Ricardo Saffi Marques: <http://flickr.com/photos/saffi/399116425/>

Starting with Competencies

What does your staff need to know how to do with technology in order to do their jobs?

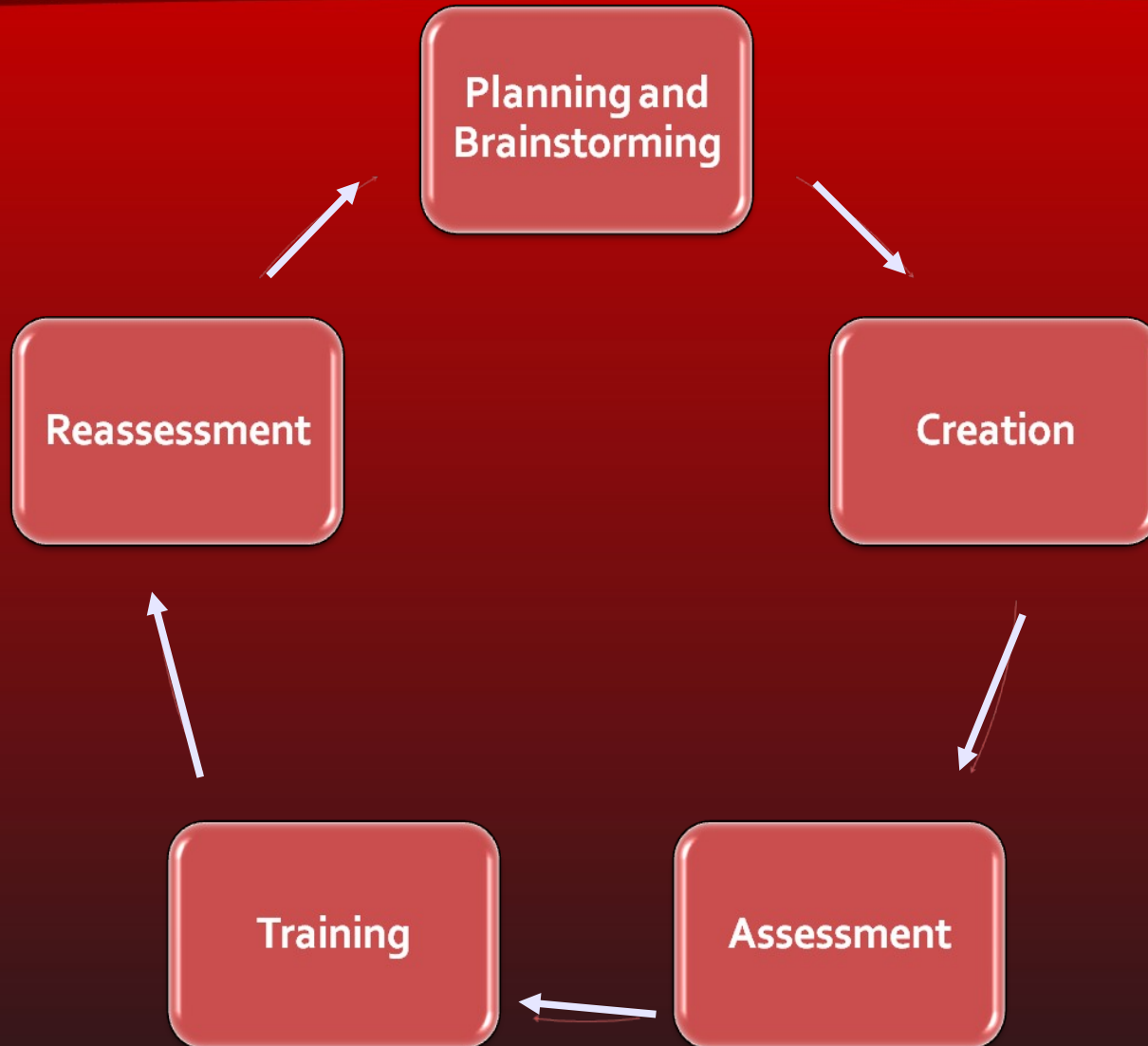


Photo by Korean
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Benefits of Competencies

- ✘ Equitable expectations for all staff
- ✘ Reveals training needs
- ✘ Accurate job descriptions
- ✘ Helps with performance evaluations
- ✘ Consistent customer service
- ✘ Helps staff adjust and handle change

Competencies Cycle





Planning and Brainstorming

Ten Planning Questions

- 1) What is your purpose?
- 2) Who manages the project?
- 3) Who identifies the competencies?
- 4) Tech competencies or all competencies?
- 5) Do you want a core or extensive list?

Ten Planning Questions

- 6) What constitutes technology?
- 7) Specific to the hardware and software you have now, or more general?
- 8) Do you have a timeline in mind?
- 9) Base on classification, position, location, full-time/part-time/substitute, or desire for promotion/bonus?
- 10) How much funding is dedicated to the project?

Getting staff buy in – what are the challenges?

Getting Staff Buy In

- ✘ Ask staff for their input and use it.
- ✘ Keep everyone informed at all stages.
- ✘ Reassure staff that they don't have to have all competencies now.
- ✘ Managers *must* follow project plan.
- ✘ Hold a brainstorming session/party.
- ✘ Fun. Rewards. Food.



Staff Brainstorming

- ✘ Initial literature search
- ✘ Position descriptions
- ✘ Library's strategic goals
- ✘ Professional associations' requirements
- ✘ What do your customers need to know?
- ✘ Inventory equipment and software
- ✘ Have basic and advanced competencies?

Continue the discussion via blog or wiki



Creation

Competencies Taskforce

- ✘ Representatives from units and branches
- ✘ Representatives from different position classifications
- ✘ Monthly meetings
- ✘ Online discussion
- ✘ Focus on staff input



Coming up with Categories (we're good at that)

Terminology

Hardware

Software

Security

Troubleshooting

Library Resources

Search & Web Skills

Public Computers



Photo from I Can Has Cheezburger
<http://icanhascheezburger.com/2007/12/19/i-cant-respond-to-any-emails-today-something-has-crashed-on-my-computer/>

Include Inspirational Competencies

✘ Ongoing learning:

- ✘ “Continually develops skills in using technological tools” *(King County Library)*

✘ Critical thinking:

- ✘ “Demonstrating an understanding of the library’s role and responsibility for introducing applications of technology to the public.”
- ✘ “Demonstrating willingness to step outside of the box to achieve and maintain smooth library operations.” *(U Alabama U Libraries)*

Competencies Formats

- ✘ Document (online and/or in print)
- ✘ Blog with entries for each competency (tagged)
- ✘ Wiki
- ✘ Simple HTML page

Web options would allow hyperlinks from each competency to a brief “how-to”

11. Software

- a. General Software Skills
 - i. [Displaying and hiding toolbars](#)
 - ii. [Adding and removing toolbar buttons](#)
- b. Adobe Acrobat Reader
 - i. How to [open PDFs](#)
- c. Microsoft Word
 - i. [How to create, save, and open a document](#)
- d. Internet Browser features
 - i. Menu Bar features
 - 1. [Print preview & Print](#)
 - 2. [Save As](#)
 - ii. [Creating favorites/bookmarks](#)
 - iii. Using the [URL/address bar](#)
 - iv. Knowing what the [status bar](#) shows you

12. Computer policies & procedures

- a. [Energy-Saving Practices and Library PCs](#)
- b. [Downloading software protocol](#)
- c. [Communication policy](#)
- d. [County Electronic Media Policy](#)
- e. [Public Use Computer Policy & FAQ](#) *
- f. Unit-specific procedures

Competencies Tips

- ✘ Provide a technology terms glossary
- ✘ If using self-assessments, have three choices: *yes, no, or maybe*
- ✘ Beware descriptive competencies - make things task-based
- ✘ Beware subjective words like “very” or “enough”
- ✘ Beware of over-doing it (putting too much in)

Assessment

Competencies: Grid

Combine the list with the assessment tool

| Skill | Applies to Job | Meets | Comments |
|--------------------|-----------------------|--------------|-----------------------|
| Open browser | x | x | |
| Show/hide toolbars | | | |
| Know library URL | x | x | |
| Create bookmarks | x | | Can't find on toolbar |

Competencies: Outline

Combine the list with the assessment tool

Library Resources

- ✘ Be familiar with and able to locate the library's technology-related policies & procedures
- ✘ Be familiar with the library's intranet
- ✘ Be familiar with the library's e-resources
 - ✘ Know the webpage address for your library
 - ✘ Know what resources can be found on the website
 - ✘ Know the webpage address for the library's catalog

Types of Assessments

- ✗ “Objective” assessment
 - ✗ Automated online test
 - ✗ Manually by/with supervisor
- ✗ “Subjective” assessment
 - ✗ Self assessing from a checklist
- ✗ Electronic or Paper
 - ✗ SurveyMonkey etc. or web form
 - ✗ Multiple choice, T/F, checklist

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SUBJECTIVE SCORE INSTRUCTOR USE ONLY

| | | | | |
|-----|----|----|----|----|
| 100 | 90 | 80 | 70 | 60 |
| 50 | 40 | 30 | 20 | 10 |
| 9 | 8 | 7 | 6 | 5 |
| 4 | 3 | 2 | 1 | 0 |

(T) (F) KEY

| | | | | | |
|----|---|---|---|---|---|
| 1 | A | B | C | D | E |
| 2 | A | B | C | D | E |
| 3 | A | B | C | D | E |
| 4 | A | B | C | D | E |
| 5 | A | B | C | D | E |
| 6 | A | B | C | D | E |
| 7 | A | B | C | D | E |
| 8 | A | B | C | D | E |
| 9 | A | B | C | D | E |
| 10 | A | B | C | D | E |
| 11 | A | B | C | D | E |
| 12 | A | B | C | D | E |
| 13 | A | B | C | D | E |
| 14 | A | B | C | D | E |
| 15 | A | B | C | D | E |

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IMPORTANT
• MAKE DARK MARKS
• ERASE COMPLETELY
• TO CHANGE

TO USE SUBJECTIVE SCORE FEATURE:
• Mark total possible subjective points
• Only one mark per line on key
• 150 points maximum

NAME _____
SUBJECT _____
DATE _____

TEST NO. _____
HOUR _____

FIELD THIS DIRECTION

*Who reviews
the results?*

Photo from emtboy9:
[http://flickr.com/photos/justageek/
2281311211/](http://flickr.com/photos/justageek/2281311211/)



Assessment Implementation

- 1) Distribute assessment tool *with a deadline*
- 2) Review individual and group results
- 3) Work with supervisors to create individualized training needs list for each employee
- 4) Job descriptions should be reviewed
- 5) Add assessment to new-hires checklist

Training

“Training should be viewed as a necessity, not a luxury; as mandatory, not voluntary; and as comprehensive, not superficial.... The consequence of poor training will be that our users will lose confidence in librarians...”

-- A. Krissoff and L. Konrad. “Computer Training for Staff and Patrons.” *Computers in Libraries*, January 1998, Vol. 18 Issue 1.

Creating a Training Program

- ✘ Decide on types and numbers of trainings
- ✘ Start with the basic topics
- ✘ Open trainings to all staff...period
- ✘ Mandatory or voluntary attendance?
- ✘ Training budget based on staff needs
- ✘ Set goals and rewards

Basic Sample Training Program

Phase One (June-July)

- ✘ General Computer skills (4 classroom sessions)
- ✘ Using files & folders (2 classroom sessions)
- ✘ Basic troubleshooting (4 classroom sessions)
- ✘ E-mail (online self-paced tutorial)
- ✘ Library eResources (several online tutorials)

Phase Two (August-October)

- ✘ Library 2.0 and Web 2.0 (self-training series)
- ✘ Advanced Web Services (self-training series)



**What are the different ways
staff learn new skills?**

Scheduled Learning

- ✘ Peer training (train the trainer)
- ✘ Classroom training (small or large groups)
- ✘ Daily or weekly learn-by-email tutorials
- ✘ Webcasts and teleconferences
- ✘ Conferences and outside seminars
- ✘ Use in-house talent!
- ✘ Bring consultants in for large group training

Unscheduled Learning

- ✘ Read a book, article, listserv or blog post
- ✘ Review online tutorials
- ✘ See what other nearby libraries are doing
- ✘ View recorded webcasts, podcasts, screencasts, or videocasts
- ✘ Asynchronous online courses
- ✘ On the spot oh-gosh-I-gotta-know-this-now peer training

Library eLearning Options

- ✘ Online Programming for All Libraries
- ✘ SirsiDynix Institute
- ✘ WebJunction Learning Webinars
- ✘ Infopeople Webcasts
- ✘ 5 Weeks to a Social Library
- ✘ ALA & State Organization eLearning Options



Photo by Michael Porter: <https://www.flickr.com/photos/librarian/199423/>

Promote Ongoing Learning

- ✘ Give staff 15 minutes a day to study/learn.
- ✘ Schedule 1 off-desk hour for self-study.
- ✘ Encourage conference/lecture attendance.
- ✘ Share online tutorials, printed materials, demos.



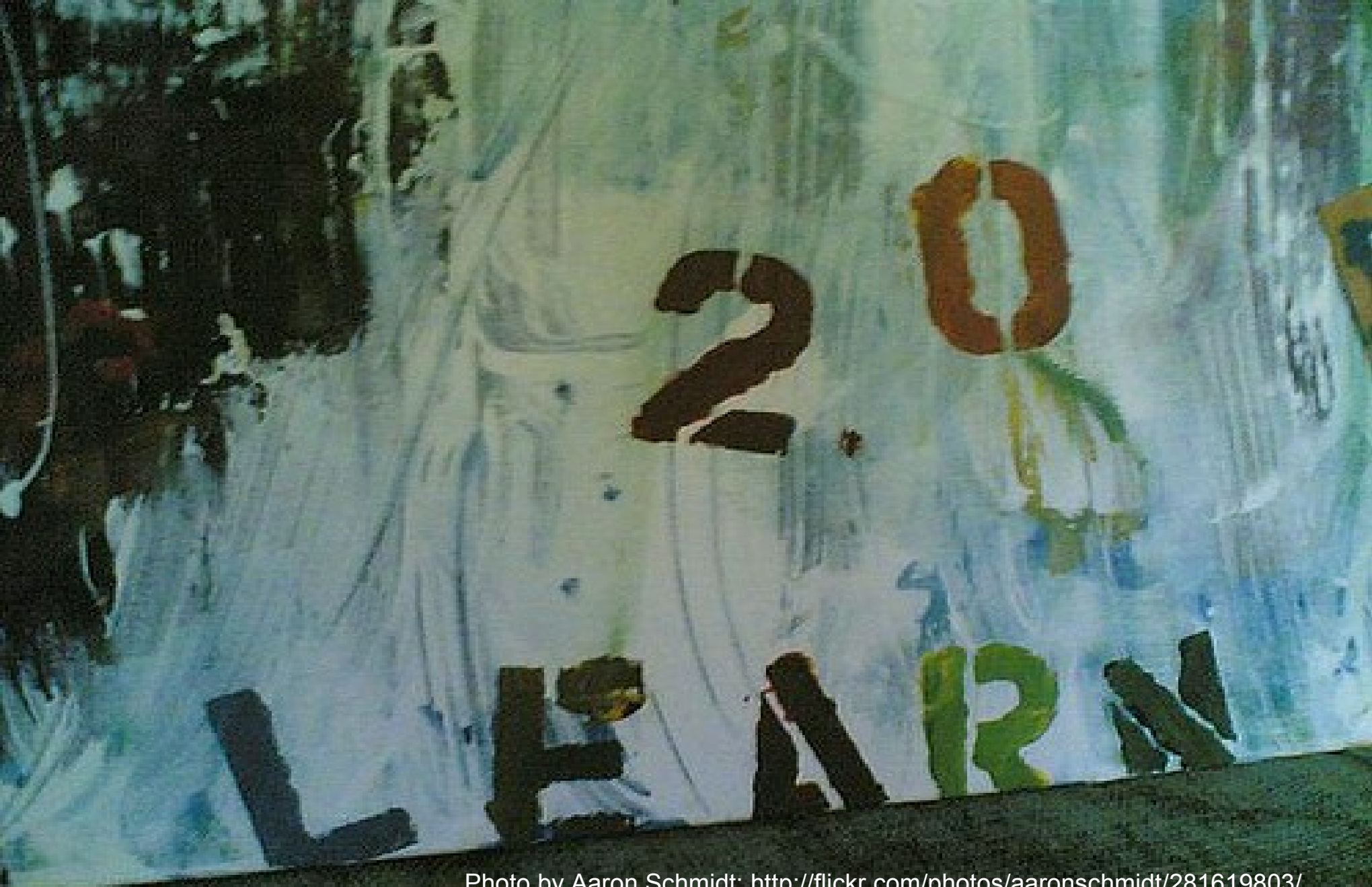


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Expanding Minds, Empowering Individuals, Enriching the Community

Learning 2.0

Welcome to the **original Learning 2.0 Program**. This site was created to support [PLCMC's](#) Learning 2.0 Program; a discovery learning program designed to encourage staff to explore new technologies and reward them for doing [23 Things](#). Since the program's launched, it has fostered Learning 2.0 programs all over the world. If you are interested in duplicating or modifying this program for your organization, please see Program Notes on [About Page](#) and contact Helene Blowers for information.

About the Learning 2.0 Project:

[Staff Prizes](#) [FAQs for Staff](#) [News & Program Notes](#)*

This blog has been set-up as part of [PLCMC's](#) Learning 2.0 project to encourage staff to experiment and learn about the new and emerging technologies that are reshaping the context of information on the Internet today. The objectives of this program are to:

- encourage exploration of Web 2.0 and new technologies by PLCMC staff.
- provide staff with new tools (that are freely available on the Internet) to better support PLCMC's mission: *Expanding minds, Empowering individuals and Enriching our community*.
- reward staff for taking the initiative to complete 23 self-discovery exercises.

The Learning 2.0 program was designed by Helene Blowers, PLCMC Technology Director, with the support and assistance of several staff and is loosely based upon Stephen Abram's article, [43 Things I \(or You\) might want to do this year](#) (Information Outlook - Feb 2006) and the website [43Things](#).

The design of this online program was completely built on Web 2.0 technologies that are freely available on the Internet. These sites include: [Blogger](#), [Flickr](#), [Odeo](#), [YouTube](#), [P@Wki](#) & [Bloglines](#).

Staff Prizes & Incentives: [\(back to top\)](#)

23 Things - Every staff member who completes all 23 things will receive a USB MP3 player* capable of holding at least 256mb worth of data, music and/or audio files. The device can not only be used as a regular USB/Flash drive to store work files, but it can also be used to download and play [NetLibrary](#) audio books, music and more.



Staff have until Oct 31st to complete all 23 items in order to receive the

[Home](#)

[The 23 Things](#)

[The Participants](#)

Learning 2.0 @ ...

Here is a listing of other libraries doing Learning 2.0:

[EC 23 Things](#)
[schaumburg 2.0 wiki](#)
[Canberra Learning 2.0](#)
[KRL200](#)
[Orion Township Public Library Learning Web 2.0](#)
[Queens Library Learning 2.0](#)
[Classroom 2.0](#)
[UCOL Learning 2.0](#)
[FHSB Library Blog](#)
[HCEB - a Learning Experience for Our Customers](#)
[HCEB - a Learning Experience for Our Customers: Coming October 3...](#)
[Brimbank Libraries Learning 2.0](#)
[Goulburn Valley Regional Library Learning 2.0](#)
[Scottsdale Public Library Learning 2.0](#)
[Learning 2.0 -- WU Libraries](#)

Learning 2.0

- ✘ 23 Things, blog-based, MP3 players and raffles
- ✘ Three main initiatives of the program
 - ✘ Encourage exploration of Web 2.0 and new technologies
 - ✘ Provide staff with new free tools to better support the library's mission
 - ✘ Reward staff for completing the exercises

Staff Prizes & Incentives: [\(back to top\)](#)

23 Things - Every staff member who completes all 23 things will receive a USB MP3 player* capable of holding at least 256mb worth of data, music and/or audio files. The device can not only be used as a regular USB/Flash drive to store work files, but it can also be used to download and play [NetLibrary](#) audio books, music and more.



Staff have until Oct 31st to complete all 23 items in order to receive the USB/MP3 Player.

Staff Day Incentives - Staff that complete the program by October 6th will receive their MP3 players early and will also be entered into a prize drawing for pda (personal data assistant). The drawing will take place during All Staff Day, Monday October 9th. In order to qualify for this drawing, staff must have all "23 Things" completed and entered into the tracking log on PLCMC Central (staff intranet) by Friday, October 6th.

Final Prize Drawing - All staff who complete 23 things by Oct 31st, will receive an MP3 player and will be eligible for the final prize drawing - a new laptop.



7. Why should I do it?

Because it's a fun way to learn something new that will expand your personal and professional horizons. Participation is voluntary. You'll end up with a blog, a Flickr account, a de.licio.us account, and a YouTube account at a minimum. We haven't found anyone yet who doesn't love Flickr! If you complete all 23 things, you will receive recognition (and a flash drive), you will be eligible for a drawing for a new laptop computer, AND you could also win other prizes. How great is that?

8. You mentioned first, second, and third place prizes. What are they exactly (give me some incentive!)?

Wow, it's all about the prizes with you, isn't it? First prize is a Canon SD750 digital camera. Second prize is an iPod Nano. Third prize is a certificate for a free Infopeople workshop of your choice.



Allen County Public Library's "Innovation
Through Technology" Program:
<http://blog.acpl.lib.in.us/blog/?p=202>



Photo by Helene Blowers:
<http://flickr.com/photos/hblowers/1109669563/>

Learning 2.0's Outcomes

- ✘ Success at most libraries that tried it (but not all)

- ✘ At PLCMC

- ✘ 67% of all staff, including full and part time staff in all positions, participated in the program

- ✘ 41% of all staff (61% of participants) finished the program

Training Tips

- ✘ Magic Number 2: <2 hours and >2 sessions
- ✘ Use real world examples
- ✘ Make the class fun – discussions, exercises
- ✘ Highlight tips and tricks

Training Tips

- ✘ Always have handouts and online materials
- ✘ Encourage student independence
- ✘ Ask students to dream (a to-do list) at the end
- ✘ Create a forum for further collaboration

new technologies

=

new competencies

=

new training

Reassessment

Ongoing Reassessment

- ✘ Annual or biannual reviews
- ✘ Goal-setting for individuals and the library
- ✘ Rewards for success
- ✘ Consequences for failure
 - ✘ Transfer
 - ✘ Pay step decrease
 - ✘ Demotion

Staff Who Don't Meet Expectations

Are people “untrainable”?

If staff don't meet the bare minimum required to do the job, who suffers?

- ✘ Other staff
- ✘ The image of the library
- ✘ The customers

Problem Areas to Watch For

- ✘ Equal application of expectations across the organization
- ✘ Supervisors supporting staff learning
- ✘ Giving staff enough time to be trained
- ✘ Follow up and enthusiasm from management
- ✘ Acknowledgement of success

Measuring Success

- ✘ Assessment and reassessment comparison
- ✘ Staff reporting of confidence in their abilities
- ✘ Anecdotal evidence from staff
- ✘ Training evaluations
- ✘ Successful technology launches
- ✘ Better customer service experiences

Celebrate Success

- ✘ Have contests between units/locations
- ✘ Any group that improves 20% on the whole gets a catered lunch
- ✘ Individual rewards are crucial
- ✘ Awards for most-improved individual and group
- ✘ Entire library celebrates

Do something out of the ordinary



Sarah Houghton



Librarian in Black: Tech Goddess and Superhero

The LiB designs usable library websites with ease, manages databases and eBooks collections with flair, trains library staff on technology with enthusiasm, and introduces big library ideas to small libraries without staff, money, or time.

+3 Speed

+2 Geek Knowledge

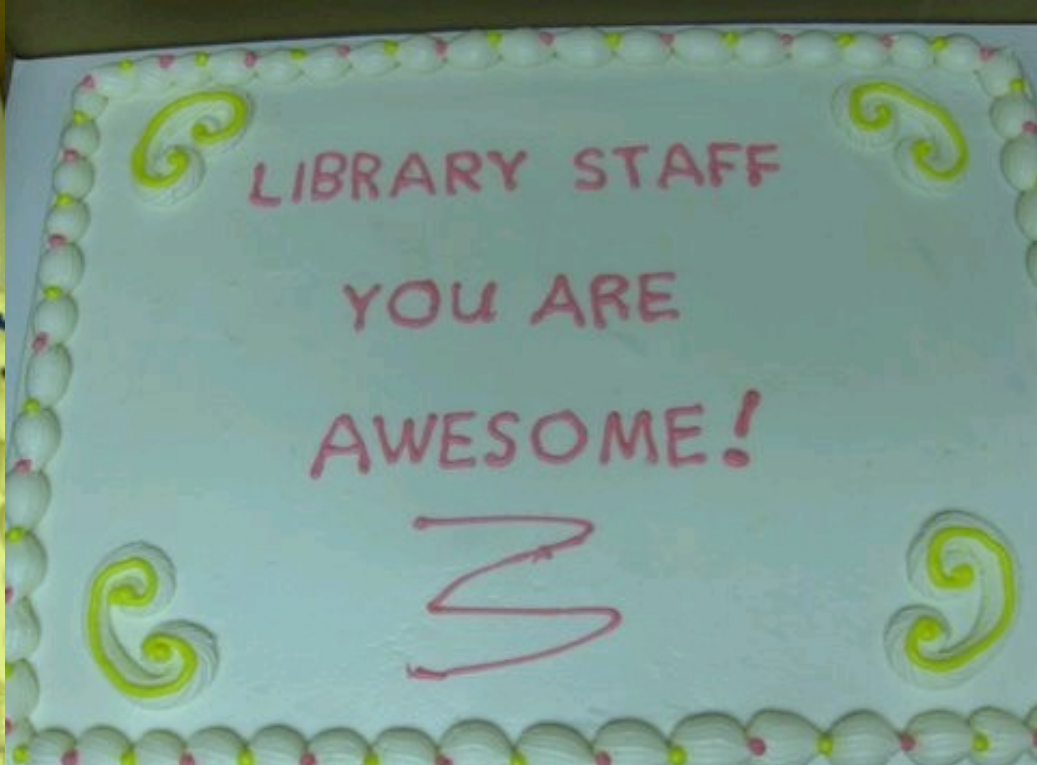
-1 Endurance

Have a gaming party!

Staff trading cards!

Photo by Jenny Levine:

<http://flickr.com/photos/shifted/2113776727/>



Have cake!

Photos by Homer Township Library: <http://flickr.com/photos/homerlibrary/433104519/>
and <http://flickr.com/photos/homerlibrary/433102240/in/photostream/>

Additional Resources

- ✘ *Technology Competencies and Training for Libraries* Library Technology Report by Sarah Houghton-Jan
- ✘ “Skills for the 21st Century Librarian” by Meredith Farkas
- ✘ “20 Technology Skills Every Educator Should Have” by Laura Turner
- ✘ “Learning 2.0: Lessons Learned from Play” by Helene Blowers

Questions?

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