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Never-ending vacancies: Managing capacity and demand for service

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NEVER-ENDING VACANCIES:

MANAGING CAPACITY & DEMAND FOR SERVICE

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OUTLINE

- **A LITTLE BACKGROUND**
- **KEEPING PERSPECTIVE**
- **RESPONSE TO RECRUITMENT & RETENTION ISSUES**
- **PRIORITIZATION OF PROJECTS & SERVICES**
- **OPPORTUNITIES IN THE CHALLENGES**
- **QUESTIONS (AND HOPEFULLY) ANSWERS**

DISCLAIMER

A LITTLE BACKGROUND

A LITTLE BACKGROUND

SJSU

Community Served = 34,000 students, 2,000 faculty, 1,300 staff, 200 administrators

1 Library

Employees = 80+ FT, army of SAs

Specialization of Tasks

Funding and Org Structure

SJPL

Community Served = Over 1 million

25 Libraries

Employees = 550 + (40% FT / 60% PT)

Specialization of Tasks

Funding and Org Structure

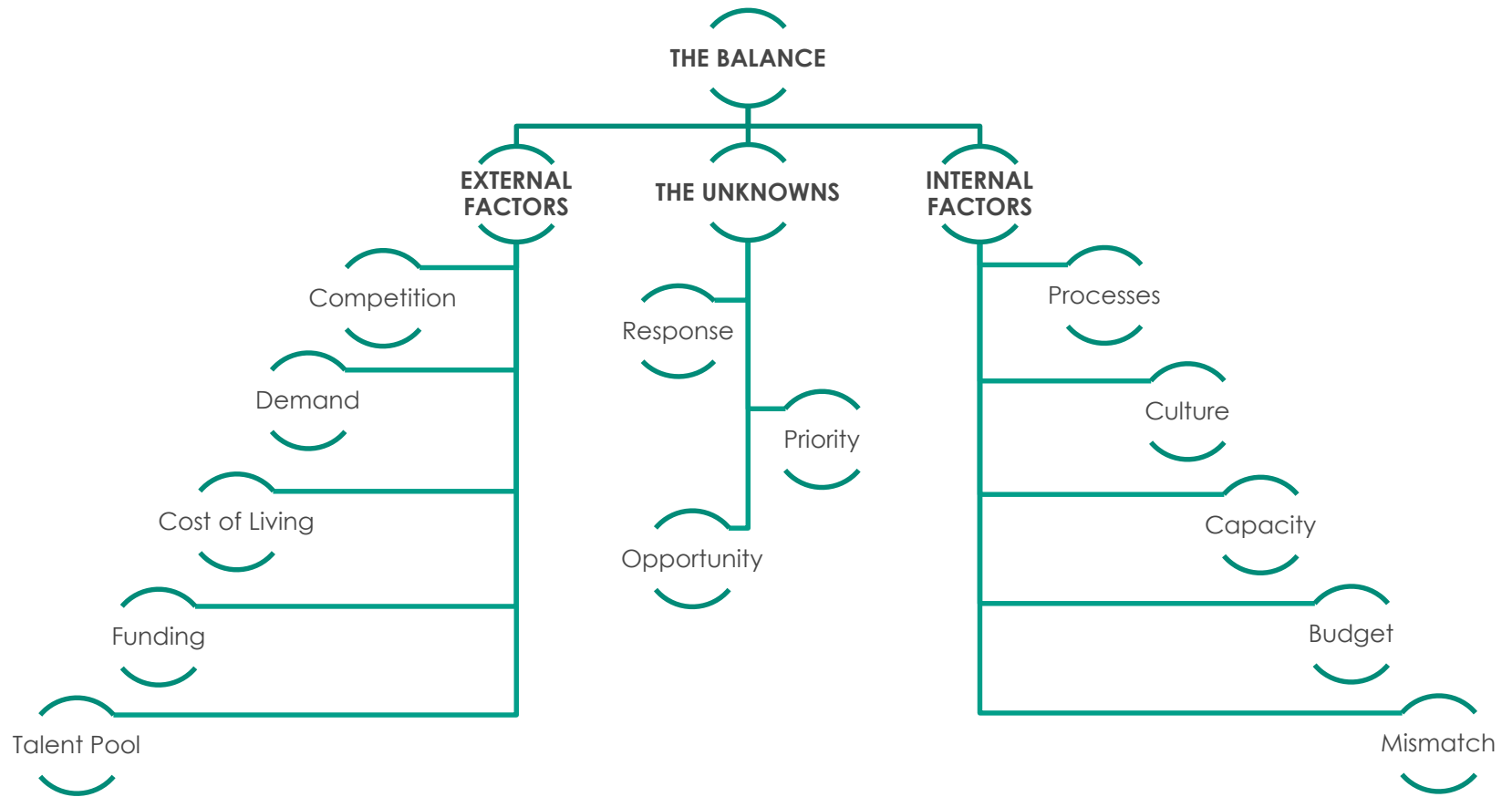
KING LIBRARY



- OVER 475,000 SQ. FT.
- 8 FLOORS ABOVE GROUND; ONE BELOW
- SHARED IT INFRASTRUCTURE
- SEPARATE CATALOGS AND SERVICE POINTS
- COLLABORATIVE PROGRAMMING

KEEPING PERSPECTIVE

KEEPING PERSPECTIVE



RECRUITMENT & RETENTION ISSUES

RESPONSE TO RECRUITMENT & RETENTION ISSUES

SHORTER TERM

- People first
- Evaluate resources
- Evaluate processes
- Environmental scan
- Be transparent
- What do you have zero control over?
- What can you affect?
- Make exceptions



LONGER TERM

- People first
- Design and plan
- Right-size job descriptions
- Create a talent pipeline
- Creative solutions for funding
- Be transparent
- Leverage community relationships
- Make changes



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PEER TO PEER LEARNING AND LIBRARIES: A RECIPE FOR SUCCESS

BY ASHLY ROMAN | JANUARY 23, 2019

CONTINUOUS LEARNING, LEADERSHIP, LEARNING EXPERIENCES, PARTNERSHIPS, PROFESSIONAL LEARNING, YALSA INFO.

Peer to Peer Learning is shared knowledge learning that is not done by an instructor or another person of authority. It is all about people on the same level teaching each other what they know.

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Scenario #1

How have you managed gaps in expertise, such as data management or copyright, when no other staff member possesses that specialized knowledge?

PRIORITIZATION OF PROJECTS & SERVICES

- STRATEGIZE your MISSION
- WORKPLAN
- PURPOSE
- PEOPLE
- GET CREATIVE
- GET LEAN

Scenario #2

When a library is short staffed and other staff absorb additional duties, should they be paid more? As you absorb more duties, how do you set limits or communicate that too much is on your plate, then ask what can be left not-done?

OPPORTUNITIES IN THE CHALLENGES

- REFRAME THE MISSION

 - » We do good work

- PEOPLE

 - » Build and connect

- CHANGE

 - » Sunset and innovate

Scenario #3

In our large urban public library, we are having extreme difficulty finding and keeping children's librarians. When we do hire children's librarians, they often work for us for a few years, and then library systems from the suburbs will hire them. Often they get hired specifically because of the depth and breadth of experience they receive with us. Do you have any recommendations for us so we might keep up the same level of great children's services?

WHAT WE'RE LEARNING...

EVERYTHING ALL THE TIME

QUESTIONS & (HOPEFULLY) ANSWERS

THANK YOU

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