TALL Texans 2013
Workplace Leadership Development Project

Julie Leuzinger
Eagle Commons Library Department Head
University of North Texas Libraries
Julie.Leuzinger@unt.edu

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Smart Projects for your Library
SMART Award Finalist
Eagle Commons Library
TALL Texans 2013 Workplace Leadership Development Project Overview

• Personnel evaluations
• Briggs Myers personality type testing
• Staff task inventory
• One on one consultations
• New job descriptions
• Putting the plan into action
Personnel Evaluations

• Duplication of work
• Several tasks that could be delegated
• Major inequities in work load
• Hodge podge of duties
• Low scoring 😞
Briggs Myers

• The test: HumanMetrics (http://www.humanmetrics.com/cgi-win/JTypes2.asp#questionnaire)

• Staff test results:
  – One Introverted iNtuitive Thinking Judging
  – One Introverted Sensing Feeling Judging
  – Two Introverted Sensing Thinking Judging (including me)
  – One Introverted iNtuitive Thinking Perceiving

• Type Logic (http://www.typelogic.com/)

• “Do What You Are: Discover the perfect career for you through the secrets of personality types” by Paul D. Tieger and Barbara Barron, published in 2007 by Little, Brown and Company
<table>
<thead>
<tr>
<th>Task</th>
<th>Time spent (averaged)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create job postings</td>
<td>2 hours/semester</td>
</tr>
<tr>
<td>Read over student assistant job applications</td>
<td>10 hours/semester</td>
</tr>
<tr>
<td>Communicate with job applicants about interviews</td>
<td>3 hours/semester</td>
</tr>
<tr>
<td>Conduct interviews for student assistant positions</td>
<td>6 hours/semester</td>
</tr>
<tr>
<td>Hire new employees</td>
<td>1.5 hours per new hire</td>
</tr>
<tr>
<td>Train new employees</td>
<td>6+ hours per hire</td>
</tr>
<tr>
<td>Update student assistant manuals</td>
<td>5 hours/semester</td>
</tr>
<tr>
<td>Update training information on Blackboard Learn</td>
<td>7 hours/semester</td>
</tr>
<tr>
<td>Print new forms for shelve binders in sorting areas</td>
<td>2 hours/semester</td>
</tr>
<tr>
<td><strong>Print new laptop checkout and lost-and-found forms</strong></td>
<td>3 hours/semester</td>
</tr>
<tr>
<td>Evaluate student employee performance</td>
<td>13 hours/semester</td>
</tr>
<tr>
<td>Develop &amp; coordinate desk and stacks schedule</td>
<td>12 hours/semester</td>
</tr>
<tr>
<td>Shift materials</td>
<td>30 hours/semester</td>
</tr>
</tbody>
</table>

Staff task inventory (highlighting to indicate a task that could be delegated)
Consultations

• Performance review, personality type, and task inventory
• Outline of assignments
• Eliminate or Delegate?
Function of Job: This position is responsible for assisting with oversight of a unit/functional area of the Libraries that requires expertise in the area of circulation, database maintenance, bibliographic control, materials access and acquisitions, reference and/or information services. In addition to performing duties at the Library Specialist I level, this position performs more complex cataloging, provides in-depth research support requiring more extensive knowledge of specialized sources, and determines value and pricing for materials. Duties and tasks are frequently non-routine. Resolves most questions, including some where only limited standardization exists. Refers only the most complex issues to higher levels.

Complexity: Applies both intermediate and advanced skills that require in-depth knowledge of function/specialization. May adapt procedures, processes, tools, equipment and techniques to meet the more complex requirements of the position.

Supervision Received: Receives general direction. Relies on experience and judgment to plan and accomplish assigned tasks and goals.

Supervision Given: May function as a first-line supervisor over staff employees by assigning, scheduling and monitoring work. The majority of work time is spent performing many of the same duties of those supervised.
Putting it in to action

• 6 hours of time reviewing the task inventories and personality types and preparing for one on one meetings
• 4 hours of time for one on one consultations
• 8 hours staff time on task inventory
• 2 hours consulting with Assistant Dean
• 4 hours to rewrite job descriptions
• 2 hours to discuss job changes with staff
• 26 hours total
How to put this to work in your library

• Steps can be reproduced in another department or library
• Cost effective due to elimination or delegation of tasks
• Innovative because of the use of Briggs Myers
Questions

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