

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:06:02 PM from Kathleen Goodyear to All Participants:  
I am a library science student.

12:07:13 PM from Heidi Nagel to All Participants:  
flexibility in staff ing

12:07:15 PM from Dawn Mick to All Participants:  
Helps fill in gaps when people are sick or positions are not refilled.

12:07:16 PM from Alice Paterra to All Participants:  
Less stress in staffing and front desk coverage!

12:07:16 PM from Linda Cannon to All Participants:  
Emergency coverage, better idea of what others do

12:07:18 PM from Katie Schwirzke to All Participants:  
flexibility

12:07:21 PM from Thomas Leo to All Participants:  
more knowledgable staff

12:07:23 PM from Carolyn Rokke to All Participants:  
More efficient use of staff to provide better customer service

12:07:25 PM from Sara Gillis to All Participants:  
Flexibility

12:07:26 PM from eileen oshea to All Participants:  
flexibility.

12:07:26 PM from Melisse Hypponen to All Participants:  
helps staff to fully understand all aspects of the library world

12:07:26 PM from Mary Towner to All Participants:  
Less physical staff, plus emergency coverage

12:07:27 PM from Andrea Woodruff to All Participants:  
more stability for getting tasks done.

12:07:27 PM from ann Grealish-Rust to All Participants:  
explore talets of staff

12:07:27 PM from Christina Cook to All Participants:  
Find talents from new staff

12:07:28 PM from Brian Edwards to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

better service for the public

12:07:29 PM from cheryl gilera to All Participants:  
able to perform tasks even when staff absent on vacation

12:07:33 PM from Kathleen Goodyear to All Participants:  
More flexibility in staffing, especially in crisis situations

12:07:33 PM from Maureen Elia to All Participants:  
I've been cross-training and it is so helpful for coverage and staff morale

12:07:34 PM from Tonya Head to All Participants:  
Learning new things stronger staff

12:07:34 PM from Pam Kelly to All Participants:  
Better customer service

12:07:35 PM from terry sterling to All Participants:  
fresh ideas

12:07:35 PM from eileen oshea to All Participants:  
doing more with less

12:07:36 PM from Marge Wood to All Participants:  
Everybody can get better at assisting each other and customers.

12:07:37 PM from Carol Coffey to All Participants:  
Sense of the system as a system and not 12 different libraries.

12:07:37 PM from Mary Towner to All Participants:  
staff know mission of library better

12:07:38 PM from Chris Heckl to All Participants:  
better workflow

12:07:41 PM from Joan Henderson to All Participants:  
Provide opportunities.

12:07:49 PM from Heidi Nagel to All Participants:  
teamwork

12:07:50 PM from Mark Linneman to All Participants:  
Emergency coverage in a time of hiring freezes

12:07:54 PM from Joanne Trepp to All Participants:  
Strengthening staff knowledge and helping with our staff vacancies.

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:07:55 PM from Wendy Kramer to All Participants:  
To improve referrals.

12:07:55 PM from Alice Paterra to All Participants:  
Make all staff feel important to overall operations

12:07:55 PM from eileen oshea to All Participants:  
keeping things fresh

12:07:56 PM from Bob Farwell to All Participants:  
Flexibility, empathy, shared experiences, self empowerment

12:07:58 PM from Sallie Pine to All Participants:  
CE for everyone!

12:08:00 PM from Karen Williams to All Participants:  
Fresh ideas

12:08:00 PM from Gair Helfrich to All Participants:  
Having depth of staff when someone resigns

12:08:09 PM from Sara Gillis to All Participants:  
We're preparing to open a new and larger (3 times) Central Library and are merging our RA and REF departments. This is happening in 3 years but we're starting the training now.

12:08:14 PM from Antonia Ruiz-Koffman to All Participants:  
strengthens mgmt knowledge too - of what staff are doing

12:08:15 PM from Sunny Hesse to All Participants:  
consistent service, flexibility, utilizing staff expertise and interests, back-up and depth of staff

12:08:16 PM from Beth Attard to All Participants:  
empowerment

12:08:21 PM from Christy Aguirre to All Participants:  
allows librarians to do outreach

12:08:32 PM from Alice Paterra to All Participants:  
better customer service

12:08:33 PM from Jane Taylor to All Participants:  
See your work flow from a new perspective

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:10:01 PM from Antonia Ruiz-Koffman to All Participants:  
variety
- 12:10:02 PM from Heidi Nagel to All Participants:  
stay engaged
- 12:10:05 PM from Alice Paterra to All Participants:  
avoid anomie
- 12:10:06 PM from Melisse Hypponen to All Participants:  
work not boring, like learning new things
- 12:10:06 PM from Dawn Mick to All Participants:  
Job security
- 12:10:08 PM from Linda Cannon to All Participants:  
Less boredom, job security
- 12:10:11 PM from Mary Towner to All Participants:  
Knowledge of the rest of the library
- 12:10:12 PM from terry sterling to All Participants:  
getting to work with new people
- 12:10:12 PM from Andrea Woodruff to All Participants:  
feeling competent
- 12:10:14 PM from Sallie Pine to All Participants:  
see what next job you might want
- 12:10:14 PM from Pam Kelly to All Participants:  
greater sense of competence
- 12:10:16 PM from Jan DeVries to All Participants:  
Allows all staff to feel confident when approached by patrons/customers.
- 12:10:16 PM from Kathleen Goodyear to All Participants:  
Making job much more interesting
- 12:10:17 PM from Thomas Leo to All Participants:  
better understanding of other staff members duties
- 12:10:19 PM from Heidi Nagel to All Participants:  
big picture of organization
- 12:10:20 PM from Mary Towner to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

knowledge of other programs

12:10:20 PM from Helen Fisher to All Participants:  
learn skills to help promote

12:10:23 PM from Becky Morse to All Participants:  
More stuff to put on a resume

12:10:27 PM from Alice Paterra to All Participants:  
pathway to promotion

12:10:29 PM from Antonia Ruiz-Koffman to All Participants:  
or not want lol

12:10:30 PM from Mark Linneman to All Participants:  
Almost certainly will relieve any business as usual blahs

12:10:32 PM from Christy Aguirre to All Participants:  
information literacy

12:10:32 PM from Linda Cannon to All Participants:  
Portable skills

12:10:36 PM from Sunny Hesse to All Participants:  
growth opportunity, big picture

12:10:46 PM from Christina Cook to All Participants:  
Continuing to learn something new

12:10:48 PM from Mary Towner to All Participants:  
serve patrons better, because know to whom to send them

12:10:50 PM from Joanne Trepp to All Participants:  
Highlight their special skills and interests, decide to pursue degree to become  
LA, MLS, specialist.

12:10:52 PM from Jane Taylor to All Participants:  
break from everyday co-workers

12:10:53 PM from Alice Paterra to All Participants:  
empathy for manager, incites cooperation

12:10:53 PM from Brian Edwards to All Participants:  
variety of work that reflects our mission

12:10:54 PM from Bob Farwell to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

Holistic understanding of library operation, more adaptability

12:11:19 PM from Linda Cannon to All Participants:  
Less worry about being "only one" who knows how to. . .

12:14:18 PM from Linda Cannon to All Participants:  
Can try to match abilities/interests to jobs

12:14:29 PM from Lynn Hawkins to All Participants:  
highlight talents

12:14:29 PM from sean aragon to All Participants:  
right person for right job

12:14:29 PM from Brian Edwards to All Participants:  
certain people can be great leaders and models

12:14:33 PM from Maureen Elia to All Participants:  
Encourage staff to work with their strengths

12:14:35 PM from Mark Linneman to All Participants:  
Willing volunteer much more likely to respond than draftee

12:14:40 PM from Jan DeVries to All Participants:  
Supervisors may very well know which staff can learn new task quickly.

12:14:40 PM from Lynn Hoffman to All Participants:  
Development tool

12:14:41 PM from Melissa Cardenas-Dow to All Participants:  
matching personal goals

12:14:43 PM from Christina Cook to All Participants:  
Focusing on the person allows you to know if they are truly motivated for the training

12:14:45 PM from Thomas Leo to All Participants:  
better comfort level of what they can do

12:14:49 PM from Joan Henderson to All Participants:  
Select the willing first as beacons for the less willing.

12:14:50 PM from Kathleen Goodyear to All Participants:  
Select staff who are most willing to cross-train in order to show more resistant ones what the benefits are

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:14:50 PM from ann Grealish-Rust to All Participants:  
know current skill set and abilities
- 12:14:57 PM from Anthony Dos Santos to All Participants:  
success of cross training if you choose right folks
- 12:14:57 PM from Bob Farwell to All Participants:  
Build on existing enthusiasms and curiosity
- 12:14:59 PM from Melisse Hypponen to All Participants:  
track how these chosen are doing
- 12:15:05 PM from Sunny Hesse to All Participants:  
work to staff strengths, provides motivation
- 12:15:10 PM from Sara Gillis to All Participants:  
Certain staff are able to "lead by example" well, might be helpful if there is some resistance
- 12:15:12 PM from Lynn Hoffman to All Participants:  
Initial success leads to broader acceptance
- 12:15:20 PM from Edit Boghozian to All Participants:  
choosing right people for right tasks based on the abilities
- 12:15:41 PM from cheryl gilera to All Participants:  
use the skills/talents of people to improve efficiency
- 12:15:41 PM from sean aragon to All Participants:  
give someone a chance to shine
- 12:15:47 PM from Gair Helfrich to All Participants:  
Selecting people who aren't afraid to make mistakes and learn from them
- 12:16:03 PM from Dawn Mick to All Participants:  
Can fill in gaps that you know exist
- 12:16:05 PM from Sallie Pine to All Participants:  
some jobs better fit for this
- 12:16:07 PM from Antonia Ruiz-Koffman to All Participants:  
target specific areas of need
- 12:16:13 PM from terry sterling to All Participants:  
Fill holes sooner than later

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:16:15 PM from Katie Schwirzke to All Participants:  
Start where the stress levels are lower
- 12:16:18 PM from Mary Towner to All Participants:  
If you select catalogers, they can be better ref libns because will know collection
- 12:16:23 PM from Alice Paterra to All Participants:  
divide and conquer tasks
- 12:16:24 PM from Andrea Woodruff to All Participants:  
Keeps the focus ont he work to be done, rather on personalities
- 12:16:25 PM from lou ann potter to All Participants:  
help to tach others what your job entitles
- 12:16:31 PM from Heidi Nagel to All Participants:  
allow to decide if a position can be elliminated
- 12:16:32 PM from Lisa Williams to All Participants:  
Mary T, concurred.
- 12:16:34 PM from Becky Morse to All Participants:  
You can assign one person to training one job and they can get experienced in training multiple coworkers
- 12:16:38 PM from Sallie Pine to All Participants:  
fewer problems when "chosen" ones move on
- 12:16:38 PM from Nancy Martinez to All Participants:  
some jobs have similar skill sets
- 12:16:39 PM from Carol Frost to All Participants:  
clerical, tech services folks learn how to do other tasks
- 12:16:45 PM from Joanne Trepp to All Participants:  
May not be a choice if positive is vacant, need to get person given task help fast!
- 12:16:48 PM from Carolyn Rokke to All Participants:  
Some jobs are only known by a few - builds in flexibility if more poeple can do
- 12:17:10 PM from Carolyn Rokke to All Participants:  
Some jobs are a mystery to most - good if more understand the job
- 12:17:10 PM from Alice Paterra to All Participants:  
some staff had ideas of what library work is when they were interviewed. Let them live the dream.



## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:24:51 PM from Rita Thomas to All Participants:  
i am late, many apologies, out internet has been down (rita thomas, menifee public library, frenchburg ky)

12:27:55 PM from lou ann potter to All Participants:  
my answer was c

12:28:04 PM from Alice Pattera to All Participants:  
A

12:29:18 PM from terry sterling to All Participants:  
Can you tell us where to find the handouts--didn't see them before the program started. TS

12:29:57 PM from Alice Pattera to All Participants:  
people skills

12:30:01 PM from Sara Gillis to All Participants:  
RA skills

12:30:04 PM from Stanley Strauss to All Panelists:  
As a reminder, folks, be sure to download the handouts for today's webinar before it starts. Paula and Gail will be referring to them during the webinar. They are here: <http://infopeople.org/training/cross-training>

12:30:04 PM from Melissa Cardenas-Dow to All Participants:  
reader advisory

12:30:07 PM from Mary Towner to All Participants:  
reference skills

12:30:08 PM from Henry Gambill to All Participants:  
CHECKING OUT BOOKS

12:30:10 PM from Heidi Nagel to All Participants:  
Materials Advisory (multi format)

12:30:10 PM from Beth Attard to All Participants:  
Knowledge of reference materials

12:30:14 PM from Christina Cook to All Participants:  
Catalogin skills

12:30:16 PM from Sunny Hesse to All Participants:  
reference skills

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:30:16 PM from sean aragon to All Participants:  
tech help

12:30:17 PM from Edit Boghozian to All Participants:  
reference

12:30:17 PM from Beth Attard to All Participants:  
Technical skills

12:30:18 PM from Alice Paterra to All Participants:  
ability to read their minds

12:30:20 PM from Dawn Mick to All Participants:  
Ability to use databases/reference materials

12:30:22 PM from Jan DeVries to All Participants:  
technology skills--helping patrons

12:30:23 PM from Sallie Pine to All Participants:  
storytime skills

12:30:28 PM from Thomas Leo to All Participants:  
reference/ database training

12:30:28 PM from Melisse Hypponen to All Participants:  
checking in

12:30:34 PM from Patricia Burnside to All Participants:  
knowledge of databases

12:30:34 PM from Glynn Birdwell to All Participants:  
reference interview

12:30:54 PM from Melisse Hypponen to All Participants:  
cash management

12:30:55 PM from Alice Paterra to All Participants:  
Storytime skills -- I agree. Parents need help finding books for kids

12:31:00 PM from Sallie Pine to All Participants:  
community contacts

12:31:27 PM from Henry Gambill to All Participants:  
Must have understanding of children's development in order to help them at their particular levels.

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:31:44 PM from Sallie Pine to All Participants:  
helping folks to use the public computers
- 12:32:28 PM from Melisse Hypponen to All Participants:  
have a notebook/area that has this info
- 12:33:14 PM from Jan DeVries to All Participants:  
Knowledge of books for appropriate reading levels.
- 12:33:15 PM from Tonya Head to All Participants:  
How to speak to children
- 12:33:16 PM from Melissa Cardenas-Dow to All Participants:  
local school curriculum
- 12:33:16 PM from Maureen Elia to All Participants:  
adult services refernce/Teen Services
- 12:33:19 PM from Andrea Woodruff to All Participants:  
ability to provide interesting and entertaining programs for children
- 12:33:21 PM from Alice Paterra to All Participants:  
How to deal with drying children -- distractions and behavior
- 12:33:21 PM from Sara Gillis to All Participants:  
Reading levels and how they correspond to the collection
- 12:33:21 PM from cheryl gilera to All Participants:  
knowledge of children's books authors
- 12:33:22 PM from sean aragon to All Participants:  
location of materials in collection
- 12:33:22 PM from Mary Towner to All Participants:  
Lexile levels
- 12:33:22 PM from Beth Attard to All Participants:  
Programming
- 12:33:23 PM from Sallie Pine to All Participants:  
mechanics of signing up for various programs
- 12:33:23 PM from Melissa Cardenas-Dow to All Participants:  
homework help

## **Cross-Training for a Flexible Staff: Text Chat 5/17/2011**

- 12:33:24 PM from Patricia Burnside to All Participants:  
how to read a book aloud during storytime program
- 12:33:24 PM from Ronnie Davis to All Participants:  
Patience
- 12:33:25 PM from cheryl gilera to All Participants:  
storytime
- 12:33:25 PM from Linda Cannon to All Participants:  
Locations of collections
- 12:33:27 PM from Lynn Hoffman to All Participants:  
Reference interview with a child instead of the parent
- 12:33:31 PM from Cami Myers to All Participants:  
Types of books for specific age grp and genders
- 12:33:36 PM from Thomas Leo to All Participants:  
how to approach a child in need of assistance
- 12:33:40 PM from Dawn Mick to All Participants:  
Knowledge of how books are organized and locations for age groups.
- 12:33:40 PM from Sara Gillis to All Participants:  
RA for children (different than adults!)
- 12:33:42 PM from Henry Gambill to All Participants:  
Be able to understand children's developmental levels to effectively serve them.
- 12:33:44 PM from cheryl gilera to All Participants:  
series titles
- 12:33:44 PM from Christina Cook to All Participants:  
Be up to date on what the popular reads are
- 12:33:46 PM from Sunny Hesse to All Participants:  
Storytime skills, how to relate to children
- 12:33:46 PM from Becky Morse to All Participants:  
How to find AR books
- 12:33:48 PM from Marge Wood to All Participants:  
understanding of typical behavior at various ages
- 12:33:49 PM from Mary Towner to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

difference between chapter books and picture books

12:33:51 PM from Alice Paterra to All Participants:  
Where are the wimpy kid books???

12:33:53 PM from Heidi Nagel to All Participants:  
where the biohazard kits are

12:34:04 PM from Melisse Hypponen to All Participants:  
list of series

12:38:17 PM from Jan DeVries to All Participants:  
Build confidence.

12:38:18 PM from Melissa Cardenas-Dow to All Participants:  
trends

12:38:18 PM from Sallie Pine to All Participants:  
mentoring program

12:38:20 PM from Mary Towner to All Participants:  
Online courses and webinars

12:38:20 PM from Brian Edwards to All Participants:  
retaining the staff that you train

12:38:25 PM from Carolyn Rokke to All Participants:  
Provide a career path within the organization

12:38:26 PM from Becky Morse to All Participants:  
Allow more creativity

12:38:30 PM from Melissa Cardenas-Dow to All Participants:  
changes in the library world

12:38:32 PM from Connie Manning to All Participants:  
Great idea for staff just starting out; variety will help them choose their career  
path

12:38:34 PM from Bob Farwell to All Participants:  
develop interpersonal relationships

12:38:38 PM from Patricia Burnside to All Participants:  
empathize with each other

12:38:40 PM from Heidi Nagel to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

personal/professional assessment

12:38:42 PM from Dawn Mick to All Participants:  
Support for staff learning new skills

12:38:46 PM from Alice Paterra to All Participants:  
incentive or a way to combat burnout

12:38:49 PM from Mary Towner to All Participants:  
opportunities for promotion

12:38:53 PM from Hector Magallon to All Participants:  
rotate duties

12:38:54 PM from Maureen Elia to All Participants:  
Asking staff about their interests. Look beyond library to other transitions

12:38:55 PM from Sara Gillis to All Participants:  
Open and honest feedback with your staff who are participating (formal and/or informal appraisals) so they know what skills they need to work on more, and what they excel in!

12:38:56 PM from Melisse Hypponen to All Participants:  
staying up to date with new technology

12:39:01 PM from Carol Frost to All Participants:  
stretch your resources

12:39:02 PM from Ronnie Davis to All Participants:  
Make time for this to happen

12:39:03 PM from Joan Henderson to All Participants:  
Hiring people who want to learn.

12:39:05 PM from Marge Wood to All Participants:  
Really tie what you training you offer as development goals for performance reviews

12:39:08 PM from Connie Manning to All Participants:  
Get rid of "that's not my job" mentality

12:39:19 PM from Lynn Hawkins to All Participants:  
seamless service

12:39:21 PM from Alice Paterra to All Participants:  
staff enthusiasm is infectious

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:39:28 PM from Mark Linneman to All Participants:  
Keep level of interest up - new challenges

12:39:42 PM from ann Grealish-Rust to All Participants:  
build staff confidence

12:40:05 PM from norm hutcherson to All Participants:  
Thinking outside the box ... what makes you a valuable resource for the potential employer and their employees

12:40:09 PM from Joanne Trepp to All Participants:  
We have used job exchanges (same job but exchange from a large Area branch with different services and a Small community branch) to offer expanded view of system and different roles in same position

12:40:37 PM from Sallie Pine to All Participants:  
add a position on key committees for a rotating "guest" cross-trainee

12:41:27 PM from Sallie Pine to All Participants:  
union rules

12:41:39 PM from Alice Paterra to All Participants:  
Fear of the unknown

12:41:40 PM from Becky Morse to All Participants:  
staff resistance

12:41:41 PM from Dawn Mick to All Participants:  
Fear of losing their job to someone who is learning their job.

12:41:43 PM from Tiffany Norris to All Participants:  
time and other priorities

12:41:43 PM from Jane Taylor to All Participants:  
covering service desks

12:41:44 PM from Henry Gambill to All Participants:  
Staff who don't wish to do it.

12:41:45 PM from Andrea Woodruff to All Participants:  
fear

12:41:47 PM from Connie Manning to All Participants:  
Management.

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:41:49 PM from Heidi Nagel to All Participants:  
time constraints

12:41:51 PM from Mary Towner to All Participants:  
salary

12:41:51 PM from Becky Morse to All Participants:  
possessiveness

12:41:53 PM from Marge Wood to All Participants:  
Incredibly busy branches barely have time to do tasks

12:41:53 PM from Christina Read to All Participants:  
to compensate or not?

12:41:55 PM from Emily Jaycox to All Participants:  
Fear of getting behind on regular work

12:41:55 PM from lou ann potter to All Participants:  
can't do it

12:41:57 PM from Karen Williams to All Participants:  
out of comfort zone

12:41:57 PM from Bobbi Sorrentino to All Participants:  
small staff

12:41:57 PM from Angelina Clark to All Participants:  
salary

12:41:58 PM from ann Grealish-Rust to All Participants:  
control

12:41:58 PM from terry sterling to All Participants:  
Staff do not want to travel to other parts of the county.

12:42:03 PM from Edit Boghozian to All Participants:  
different ranks doing same things

12:42:13 PM from Alice Paterra to All Participants:  
don't want to try new things because then they HAVE to do them

12:42:15 PM from Henry Gambill to All Participants:  
some staff are so excellent at what they do it pains you to have someone else do

it.



## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:42:16 PM from Emily Jaycox to All Participants:  
Don't know people in other areas
- 12:42:24 PM from Heidi Nagel to All Participants:  
change resistance/fear
- 12:42:26 PM from Dawn Mick to All Participants:  
Control is definitely an issue - people who don't want to give information.
- 12:42:31 PM from Joanne Trepp to All Participants:  
No one on staff who knows the job to train others. Job descriptions tied to salary ranges can create problems when you can't compensate for learning new skills.
- 12:42:39 PM from Carolyn Rokke to All Participants:  
some staff not willing to share info about their work
- 12:42:44 PM from Beatrice Mallek to All Participants:  
bad trainers
- 12:42:44 PM from Alice Paterra to All Participants:  
sabotage!
- 12:43:11 PM from Maureen Elia to All Participants:  
If it's not a lateral cross-training, and staff are training "up", they may be concerned about monetary compensation
- 12:43:20 PM from cheryl gilera to All Participants:  
encourage teamwork mentality
- 12:43:22 PM from Brian Edwards to All Participants:  
redefine job descriptions
- 12:43:23 PM from Christina Read to All Participants:  
union management partnership
- 12:43:24 PM from Linda Cannon to All Participants:  
Offer incentives to get past hurdles
- 12:43:26 PM from Jan DeVries to All Participants:  
Make training mandatory, but simple.
- 12:43:29 PM from Beth Attard to All Participants:  
Working with union to create new job descriptions
- 12:43:30 PM from norm hutcherson to All Participants:  
break stovepipes

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:43:31 PM from Gair Helfrich to All Participants:  
make it a "no fail" opportunity
- 12:43:39 PM from Patricia Burnside to All Participants:  
have teams develop plans for cross-training
- 12:43:39 PM from Emily Jaycox to All Participants:  
Mentoring program - personal contact between pairs of people
- 12:43:41 PM from Bob Farwell to All Participants:  
Lead by example, test yourself!
- 12:43:42 PM from Brian Edwards to All Participants:  
create teams
- 12:43:44 PM from Lee Jouthas to All Participants:  
what looks like resistance is often a lack of clarity (read Switch)
- 12:43:47 PM from Tonya Head to All Participants:  
time constraints? Evaluate what you tasks you can do away with.
- 12:43:47 PM from Melisse Hypponen to All Participants:  
find good trainers
- 12:43:49 PM from Christina Cook to All Participants:  
Being friendly about it instead of it being forced on them
- 12:43:49 PM from sean aragon to All Participants:  
emphasize the positive
- 12:43:50 PM from Carol Frost to All Participants:  
change job descriptions
- 12:43:54 PM from norm hutcherson to All Participants:  
lead by inclusion
- 12:43:58 PM from Melissa Cardenas-Dow to All Participants:  
demonstrate need
- 12:44:03 PM from Mira Geroy to All Participants:  
meet with staff to make sure they can give input and ask questions and make  
sure you are clear about why
- 12:44:03 PM from Linda Cannon to All Participants:  
Incentives to those being "displaced"--Best Trainer Award, etc.

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

- 12:44:05 PM from Hector Magallon to All Participants:  
good handouts
- 12:44:06 PM from Ronnie Davis to All Participants:  
Start small -with a staff day kind of exchange
- 12:44:09 PM from Anthony Dos Santos to All Participants:  
create rewards for participation
- 12:44:11 PM from Carol Frost to All Participants:  
everyone participate across organization - from managers to librarians to clerical
- 12:44:15 PM from Lynn Hoffman to All Participants:  
Set limits: this cross-training will go for 3 months and then be done.
- 12:44:19 PM from Melissa Cardenas-Dow to All Participants:  
the cavalry is not ever gonna come...we have to make it work
- 12:44:28 PM from norm hutcherson to All Participants:  
emphasize that there are no bad questions ... there may be bad answers but never bad questions
- 12:44:40 PM from Melisse Hypponen to All Participants:  
make having to go to a far away library a fun event.feed the staff
- 12:44:43 PM from Patricia Burnside to All Participants:  
have top-level managers participate first
- 12:44:45 PM from norm hutcherson to All Participants:  
think outside the box ... embrace the opportunity
- 12:44:46 PM from Joan Henderson to All Participants:  
Reimburse those staff that are flexible and generalists.
- 12:44:53 PM from Carol Frost to All Participants:  
food always helps!
- 12:45:25 PM from norm hutcherson to All Participants:  
emphasize that experience always starts with the internal
- 12:46:03 PM from norm hutcherson to All Participants:  
there truly is no free lunch!
- 12:46:51 PM from norm hutcherson to All Participants:  
know when to say no ...

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:47:30 PM from Eleanor T. Gonzalez to All Participants:  
Touring other libraries to see how other staff interact.

12:52:24 PM from Melissa Cardenas-Dow to All Panelists:  
sorry i came in late...where do i get the slides/handouts?

12:52:33 PM from Heidi Nagel to All Participants:  
How to evaluate effectiveness?

12:52:44 PM from sean aragon to All Participants:  
Should we concentrate on putting people in positions that they excel?

12:53:12 PM from Alice Paterra to All Participants:  
Remember that buy-in is critical

12:53:45 PM from Sallie Pine to All Participants:  
cross training of paraprofessionals & clerks? (not same job level, but this would seem to be our greatest need right now...) anyone with experience with this? union issues again...

12:53:51 PM from Alice Paterra to All Participants:  
Could cross-training work if only some staff want to do it?

12:54:27 PM from Sallie Pine to All Participants:  
one desk concept...

12:54:31 PM from Maria Rutledge to All Participants:  
We talked about benefits of cross-training but at what point does it become ineffective?

12:54:38 PM from Kathleen Goodyear to All Participants:  
But my cataloger/tech services librarian has found all sorts of serious errors made by the public services librarians - they're not knowledgeable enough and not detail-oriented enough

12:54:57 PM from Christina Read to All Participants:  
Effective compensation models?

12:55:01 PM from sean aragon to All Participants:  
Scheduling staff to work in different positions on a regular basis would help development skills.

12:55:06 PM from Maureen Elia to All Participants:  
Create an environment that implies education and not panic

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

12:55:20 PM from Alice Paterra to All Participants:  
Maria said what I was trying to say. Thanks!

12:55:26 PM from Kathleen Goodyear to All Participants:  
They were not trained at all

12:55:59 PM from Sallie Pine to All Participants:  
might work in a consortium...

12:56:13 PM from Bob Farwell to All Participants:  
We are contemplating a one desk system, some concern about neophytes being compared with "old Pors"

12:56:32 PM from Christina Read to All Participants:  
What about job shadowing? Anyone using that model?

12:56:48 PM from Wendy Kramer to All Participants:  
How might we build-in time and support to maintain and develop subject expertise, i.e. continue to acknowledge the need for depth as well as breadth?

12:56:53 PM from Bob Farwell to All Participants:  
"Old pro's not pors!"

12:57:02 PM from Carol Frost to All Participants:  
Sometimes in our profession, if it's not 100%, it's failure. I think when we cross train, allowing people to learn and make mistakes is ok and is not failure.

12:57:42 PM from Cami Myers to All Participants:  
We've been cross training at our public service desk for a while now. Keeping practice is necessary so that when illness make us short staffed we can easily fill in. Very helpful.

12:57:47 PM from Connie Manning to All Participants:  
Being cross trained was really important when our head of ILL was out for 6 months from a freak accident.

12:57:48 PM from Glynn Birdwell to All Participants:  
we used job shadowing for a couple of months before leaving people on their own at a service desk. We used "trainee" badges

12:57:50 PM from Mark Linneman to All Participants:  
When person being covered is very specialized...Have to realize that expecting same expertise from a part-timer in that role is not realistic Yale experience?

12:58:05 PM from Victor Zazueta to All Participants:

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

Could you give more information about the labor/management strategy being explored in Whatcom County? The union would naturally want more expenditure for staff while management would want to maximize its existing revenues that are shrinking. The goal of library sustainability should be a common goal of both management and labor. What were some of the successes in the Whatcom County strategy?

12:58:16 PM from Dawn Mick to All Participants:

If the patron is asking for specialized help, can always do a referral.

12:58:33 PM from norm hutcherson to All Participants:

Break down the stovepipes ...

12:58:35 PM from Alice Paterra to All Participants:

I was cross-trained by being thrown to the wolves. Either do the job or run home in tears.

12:58:46 PM from Christina Read to All Participants:

We have a labor management committee for sustainability as well

12:58:57 PM from Carol Frost to All Participants:

No one person in the organization should be irreplaceable. And more than one person should know how to do each job.

12:58:57 PM from norm hutcherson to All Participants:

Seek more in depth knowledge of specific tasks

12:59:12 PM from Christina Read to All Participants:

Is that cross training?

12:59:22 PM from Emily Jaycox to All Participants:

Recommended resources for smaller libraries? Mine has six people. We are already cross trained - everyone does public service. We already cover each others medical leaves and vacations. I find it hardest to train for computer literacy and for willingness to work with volunteers/interns. Any advice?

12:59:27 PM from Christina Read to All Participants:

Yes, fine.

13:00:23 PM from Linda Cannon to All Participants:

Those who do very specialized tasks MUST document the workflow in case they get hit by a bus.

13:00:57 PM from norm hutcherson to All Participants:

Cross training is not a cross to bear instead it is an opportunity for the individual to expand the knowledge and value to the organization and potential employers ...

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

13:01:03 PM from Maureen Elia to All Participants:  
Ditto that training. We've been cross-training pages and frontline circ staff @ OPL.  
Very effective

13:01:24 PM from Christina Read to All Participants:  
Maureen - are they the same pay level?

13:02:11 PM from Melisse Hypponen to All Participants:  
Our library requires us to do some cross training as part of our annual evaluation

13:02:18 PM from Maureen Elia to All Participants:  
Yes. same pay level. Their classification is the same

13:02:53 PM from Henry Gambill to All Participants:  
Thank you Paula and Gail.

13:02:56 PM from Alice Paterra to All Participants:  
Thank you, great webinar!

13:02:57 PM from Joan Henderson to All Participants:  
Great! Thank you!

13:02:58 PM from Kathleen Goodyear to All Participants:  
Thank you!

13:02:59 PM from Christina Cook to All Participants:  
Thank You

13:03:00 PM from Darcel Jones to All Participants:  
thank you

13:03:00 PM from Melisse Hypponen to All Participants:  
thanks

13:03:02 PM from Dawn Mick to All Participants:  
Thank you!

13:03:02 PM from Sara Gillis to All Participants:  
Thanks!

13:03:02 PM from Darcel Jones to All Participants:  
by

13:03:04 PM from Hector Magallon to All Participants:  
thx

## Cross-Training for a Flexible Staff: Text Chat 5/17/2011

13:03:06 PM from Thomas Leo to All Participants:  
Thank you

13:03:06 PM from Gair Helfrich to All Participants:  
Thanks!

13:03:07 PM from Connie Manning to All Participants:  
Thank you.

13:03:07 PM from lou ann potter to All Participants:  
thank you

13:03:10 PM from Angelina Clark to All Participants:  
Thanks!

13:03:10 PM from cheryl gilera to All Participants:  
thank you!

13:03:11 PM from Linda Cannon to All Participants:  
Thanks!

13:03:13 PM from Angela Rasmussen to All Participants:  
thank you

13:03:13 PM from Bob Farwell to All Participants:  
Thank you!

13:03:14 PM from Beatrice Mallek to All Participants:  
Thank you

13:03:15 PM from Joanne Trepp to All Participants:  
Thank-you Paula and Gail and participants. Great to hear what everyone is doing.

13:03:20 PM from Jan DeVries to All Participants:  
Thanks and bye!

13:03:23 PM from Bobbi Sorrentino to All Participants:  
Thanks~Bye