

The background features abstract, overlapping green geometric shapes in various shades, creating a modern and dynamic feel. The shapes are primarily triangles and polygons, some solid and some semi-transparent, arranged in a way that suggests movement and depth. The colors range from light lime green to deep forest green.

Reimagine Leadership While Managing Staffing Challenges

Panel Discussion Deschutes Public Library Team

Heidi Powers | Zoe Schumacher | Diana Hernández | Sara Brang

Moderator: Mayra Corn

Meet our in-person panel...



Heidi Powers



Zoe Schumacher



Diana Hernández



Sara Brang



Mayra Corn

Meet our panel, pt. 2:



Sara Farina & Shawna Daily

Employment Trends

- ▶ Macroscopic > Microscopic
- 2019 - Present Day
 - ▶ United States
 - ▶ LIS Field
 - ▶ Central Oregon Experience



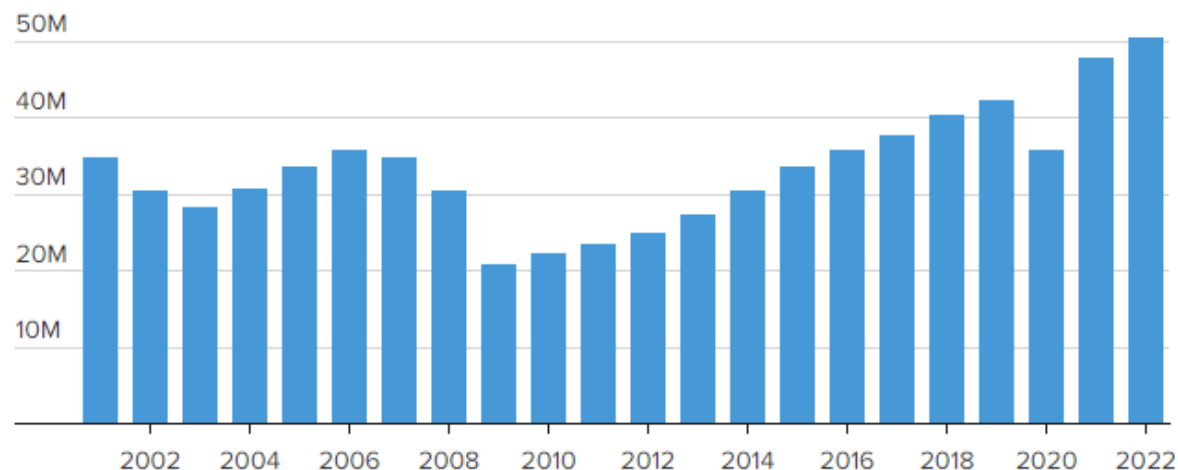
Employment Trends

► United States

2021 - 2022: The Great Resignation

A record 50.5 million people in the U.S. quit their jobs in 2022

It was the second consecutive year of record-breaking quitting.



Note: Total nonfarm jobs, seasonally adjusted

Chart: Gabriel Cortes / CNBC

Source: U.S. Bureau of Labor Statistics' Job Openings and Labor Turnover Survey via FRED

Data last updated Feb. 1, 2022



2020 – 35.8 M

2021 – 47.8 M

2022 – 50.5 M

2019: 42 M

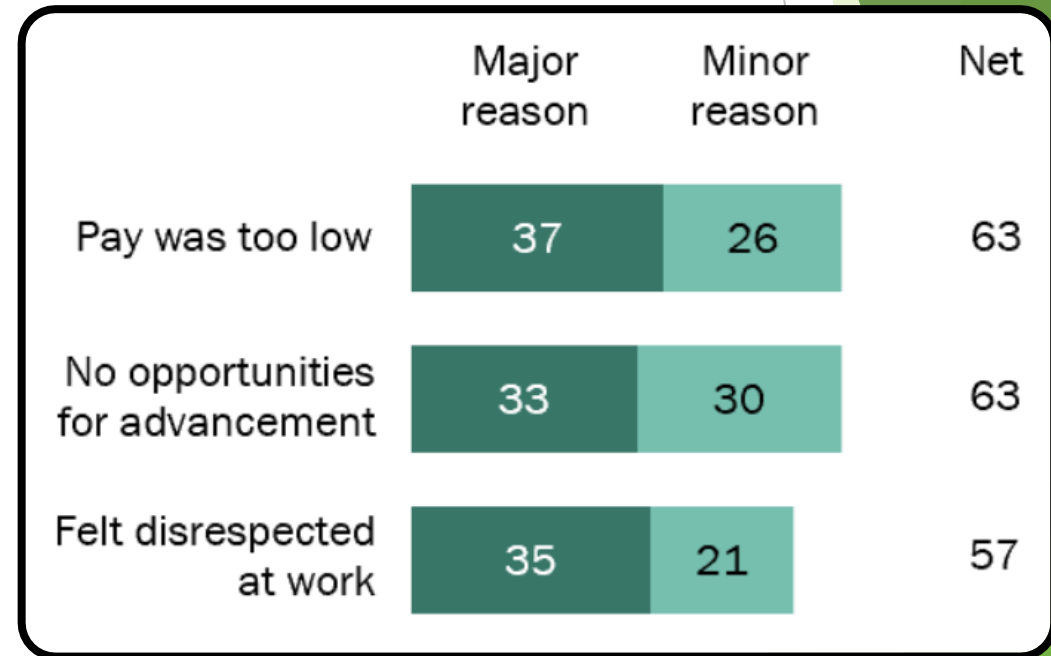
Employment Trends

▶ United States

2021 - 2022: The Great Resignation

▶ Top Reasons and Causes

- ▶ Low Pay
- ▶ Opportunities for Advancement
- ▶ Feeling of Respect

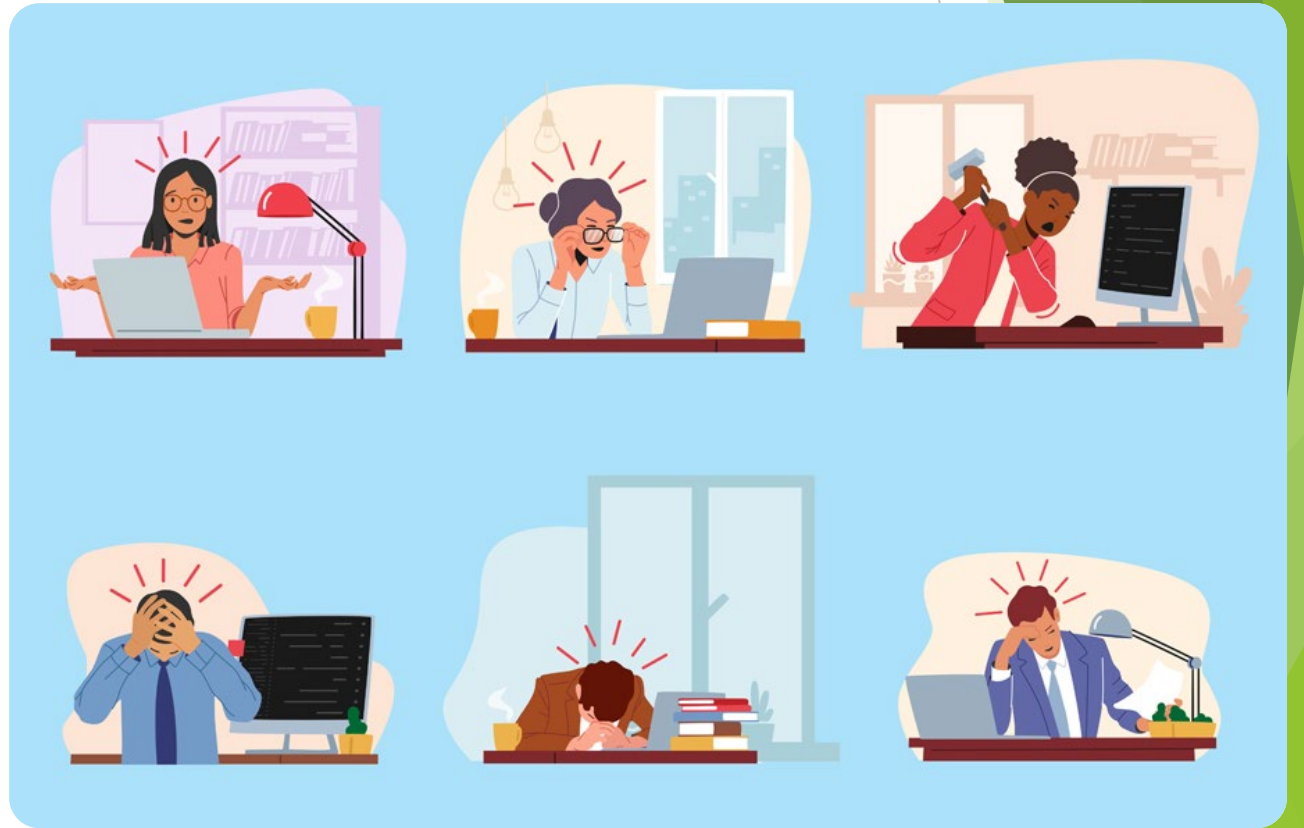


Library Employment Trends

▶ Libraries

- ▶ Burnout
- ▶ Frustration
- ▶ Low pay
- ▶ Low morale

+*Vocational awe*



Strategies

Leadership. While facing turnover, low morale and burnout.

- ▶ Communication
- ▶ Flexibility
- ▶ Involving librarians and staff in decision making
- ▶ Encourage and model a good work-life balance
- ▶ Empathy
- ▶ Tackle systemic issues

Public Libraries Online, Corsillo, 2020

Davis Kendrick, 2020

Corrado, 2022

American Libraries Magazine, Ewen 2022

Strategies in Action!



▶ Deschutes Public Library

- ▶ Experiences and strategies used by DPL Staff to better support their colleagues and institutional health.



Heidi Powers

Operations Supervisor, Sunriver Library

- Strategies used to create network of support
- Observed Impacts
- Tools that have served the DPL Team



□ Types of Staff Shortages

□ Impacts & Leadership Roles

□ Tools to bridge the gaps

We support One Another
so that.....

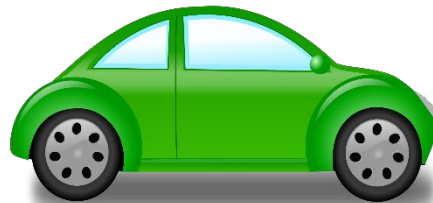
None of us Fall

Impacts

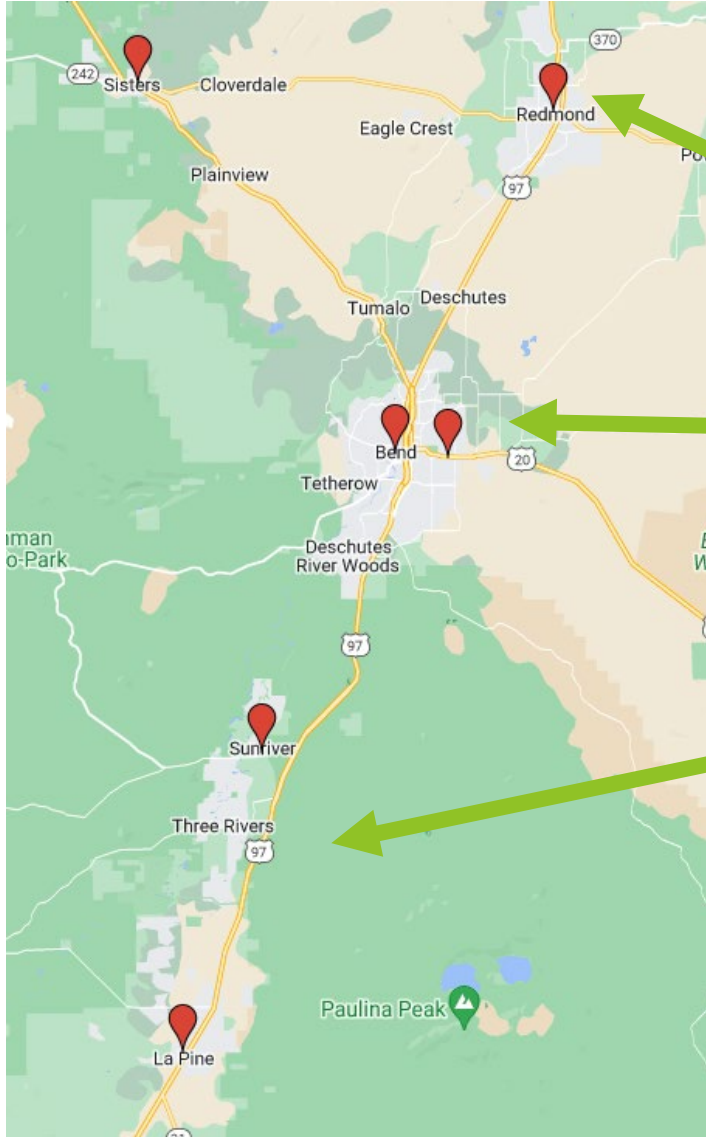
- ▶ Shift changes - working hours, assigned desks, duties



- ▶ Backfill - with support staff and non-support staff



Location reference: backfilling by proximity



North Locations:
Sisters & Redmond

Central Locations:
Downtown Bend &
East Bend

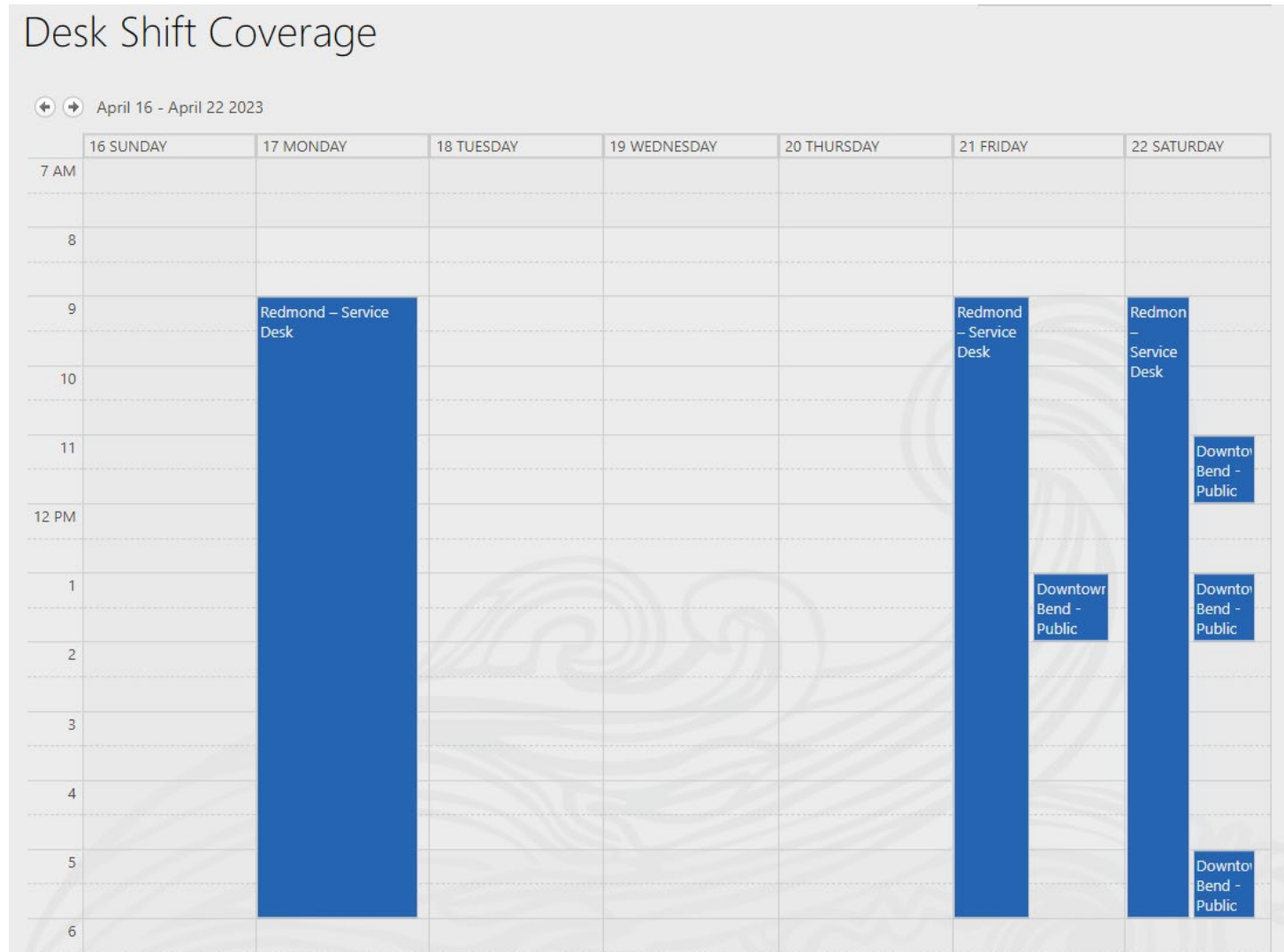
South Locations:
Sunriver & La Pine

Impacts

- ▶ Availability:
 - ▶ Redirect a desk
 - ▶ Open late
 - ▶ Close early
- ▶ Staff reassignments
 - ▶ Short term
 - ▶ Temporary



Desk Shift Coverage



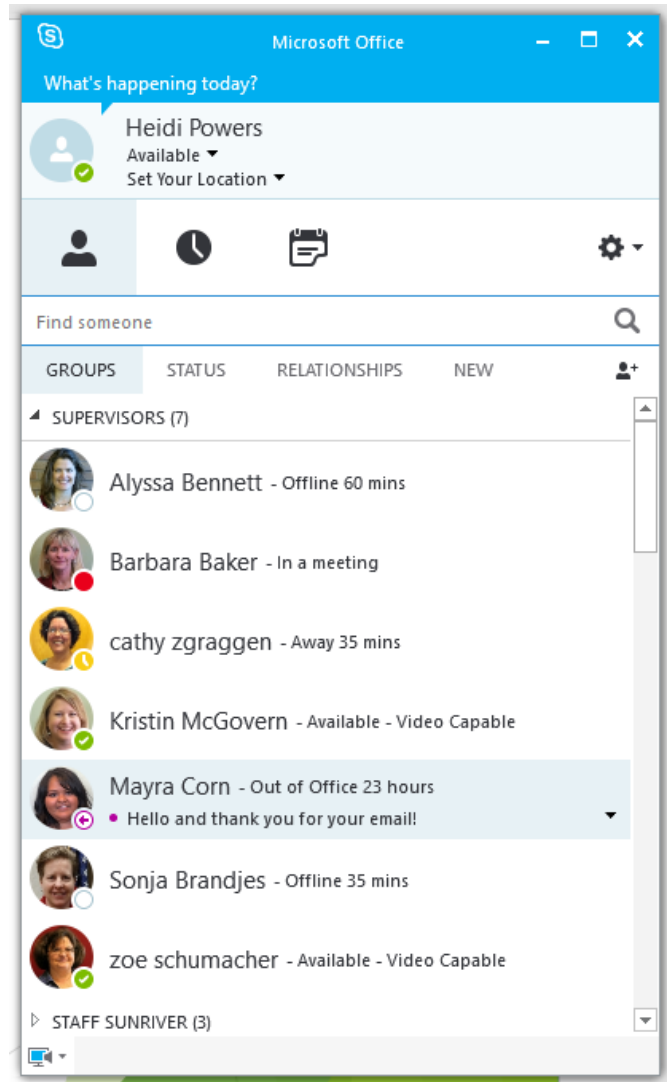
Staff Schedules: Various tools, but available for all supervisors to edit

March 18 - 24, 2023 La Pine, Oregon Today 46°F/23°F Tomorrow 47°F/31°F Thursday 41°F/24°F Search Sunriver Area Schedule (Ctrl+E)

SATURDAY 18		TUESDAY 21		WEDNESDAY 22		THURSDAY 23		FRIDAY 24	
Annie 10-6	Annie 1-6 (5)	Annie 9:30-3 (Benefits me)	Annie 10-6	Annie 10-6					
Beth 9:30-5 (TM 12-5)	Beth 9:30-5	Beth 11:30-6	Beth 11:30-6	Beth 9:30-6 (2 extra hrs)					
Heidi 8:30-2 TM	Heidi 8:30-2 TM								
Jenifer 12-6 (5.5)	Jenifer 12-6 (5.5)								

3/21		X		WEDNESDAY 3/22					X		THURSDAY 3/23					X	
Task	Support	Lunch	Time	Daily Desk Schedule		Task	Support	Lunch	Time	Daily Desk Schedule		Task	Support	Lunch	Time		
Carolyn-MR			8:00-9:00	Count \$	Emily	Carolyn-MR			8:00-9:00	Count \$	Raquel	Carolyn-MR			8:00-9:00		
David	Emily			Open	Elaine					Open	Dakota						
Paul-P			9:00 to 10:00	Checkin	Susan				9:00 to 10:00	Checkin	Elaine	David	Nancy-P		9:00 to 10:00		
				Shelving	Raquel					Shelving	Emily	Nancy					
Carolyn-MR				First	Susan	Carolyn-MR				First	David	Carolyn-MR					
				CS Float	Cheri, Lili		Elaine			CS Float	Emily	Raquel-B					
Paul-P	Rashelle		10:00 to 11:00	Children's	Brian	Jill -P	Raquel		10:00 to 11:00	Children's	Elaine	Jill-P		10:00 to 11:00			
	Pat			Second	Emily					Second	Dakota	Erin					
	David			Checkin	Adam					Checkin	Nancy	Brian					
				Shelving						Shelving							
Carolyn-MR			11:00 to 12:00	First	Susan	Carolyn-MR			11:00 to 12:00	First	David	Carolyn-MR			11:00 to 12:00		
				CS Float	Cheri, Lili					CS Float	Emily, Erin	Raquel-B					
Paul-P	Rashelle			Children's	Brian	Jill -P	Raquel			Children's	Elaine	Jill-P					
	David			Second	Emily					Second	Dakota						
			12:00 to 1:00	Checkin/Curb	Adam	Rashelle ILL			12:00 to 1:00	Checkin/Curb	Rashelle			12:00 to 1:00			
				Shelving			Erin			Shelving	Nancy						
				First	Erin	Carolyn-MR		Adam		First	Elaine	Carolyn-MR			Raquel		
	Susan	Paul		CS Float	Elaine, Susan		Brian			CS Float	Erin, Pat		Cheri		Emily		
Brian-ILL	Emily		12:00 to 1:00	Children's	Pat		Cheri		12:00 to 1:00	Children's	Rashelle		Nancy	12:00 to 1:00			
	David	Elaine		Second	Dakota	Rashelle ILL	Jill			Second	Brian	Dakota/HWB	David				
	Erin	Dakota		Checkin	Emily		Lili			Checkin	Jill	Susan					
		Erin		Shelving			Raquel			Shelving							
Paul -MR	Emily		12:00 to 1:00	First	Erin	Carolyn-MR			12:00 to 1:00	First	Emily	Carolyn-MR					
				CS Float	Cheri, Lili					CS Float	Cheri, Lili						

Green Dots!



For immediate support, Skype will let staff know which supervisor is currently available by noticing the green “available” button.

Where's Waldo: Providing staff support when direct supervisor is out

- ▶ I will be off (date). During my absence, please call or text xxxx when calling in ill or unable to report to work for any other reason. xxx's cell is 541-480-xxxx. In the event you **do not** get a reply within 30 minutes, call or text another supervisor, or Mayra @ 1-702-370-xxxx. It is your responsibility to make sure this connection happens.
- ▶ Library Operations Supervisors are:
 - ▶ South County:
Cathy Zraggen, La Pine
Heidi Powers, Sunriver
 - ▶ Bend:
Alyssa Bennett, Downtown Bend
Kristin McGovern, Downtown Bend
Barbara Baker, East Bend
 - ▶ North County:
Sonja Brandjes, Redmond
Zoe Schumacher, Sisters
- ▶ Phone numbers can be located: [Emergency Phone List](#)
- ▶ Note: All supervisors text
- ▶ For all other daily operations, xxxx will be your go to. If she is not available, look for other supervisors green dots on Lync. See the above list.
- ▶ If for any reason, you are unable to reach an Operations Supervisor, please contact Mayra for back up.

Tools used for Staffing Shortages

1. Enhanced Team Leadership

2. Leadership Tools

3. Support Staff Tools

Email/Text

Desk Shift Coverage Calendar

Access to branch schedules

Access to staff numbers

Instant Messaging

TM e-mail

Staff Engagement & Retention



➤ What do you look forward to when you come to work each day?

“I look forward to working with my team members simple as that may sound. They are a smart bright bunch of young people that are interested in doing a good job for DPL and also interested in the goings on in the bigger world. I appreciate the perspectives they have, they sometimes enlighten me and make me feel just a tad smarter. It’s really wonderful when you work with people that don’t create drama and work together well. I live alone and so I think my brain would just turn into cheese if I did not get out in the world via work.”

*~Sara Farina, East Bend PSS
Joined DPL August 2008*

“I look forward to fostering connections with my coworkers and our customers. I enjoy being a mentor to my newer coworkers and sharing the knowledge that I’ve built over the years and then on the other hand I enjoy their fresh perspectives on how we can make the library better for our customers. I also enjoy trying to make the workplace fun for them. Recently I hid plastic eggs with candy around the staff area so that they could hunt for these throughout the day. It truly fills my heart to do things like this to bring a touch of happiness to their days.”

*~Shawna Dailey, East Bend PSS
Joined DPL May 2008*

You've been with us a number of years,
what would you or do you find helpful to
stay engaged & keep your momentum
going?

“Always take your TM, you have earned it and it's good to get away and take a break. Also I remind myself daily when dealing with customers that this is someone's mother, father, sister, brother, and you would want your family members treated kindly and with respect. I also try to give at least one random compliment every day, it makes me smile inside to make someone feel better about their day.”

~Sara Farina, East Bend PSS

“Being a full-time employee with the accompanying pay and benefits have allowed me to financially support myself in a long-term career here at the library. I’ve enjoyed the annual step increases (as well as cost of living adjustments) and the increasing amount of TM allotted to me as the years have passed.

Honestly, I stay engaged because I feel fulfilled that I have a job that allows me to be of service to the community. It’s incredible that I get to foster lifelong learning and share our amazing resources with our customers, and then as a staff member I am able to be a lifelong learner as well. It’s so much fun to take classes and be on different districtwide teams, changing my responsibilities and goals as the years go on. I like that the job is ever-changing in order to best enrich this community that I love.”

~Shawna Dailey, East Bend PSS

Diana Hernández, Community Librarian
Specialty: Latino Services
Joined DPL: October 2022

- 1). *What inspired you to apply for a job at DPL?*
- 2). *What do you look forward to when you come to work each day?*
- 3). *As a newer employee, what did you or do you find challenging?*
- 4). *What would you or do you find helpful to stay engaged & keep your momentum going?*



➤ ***Employee
Engagement
Survey - 2018***

*Top request from
staff~
increase
professional
development*



DPL Learning & Development

"In every day, there are 1,440 minutes. That means we have 1,440 daily opportunities to make a positive impact."

- Les Brown

New Employees	All Employees	Leaders
90-Day Onboarding Training	Monthly Online Learning	Coaching Training
Orientation Event	Feedback Reinforcement Training	Leadership Training
Model Reference Behavior Training	Professional Development Courses	Leadership Roundtable Meetings
Intellectual Freedom Training	Professional Development Books	
DiSC Behavioral Assessment	Professional Development Coaching	
Feedback Training	Performance Management Program	

Niche Academy &
SafePersonnel

Public Sector
Partners

Executive
Coaches

DPL L&D Program
Manager

DPL Knowledge
Experts

Performance Management Program

Focused on building relationships that help employees reflect on their performance and discover new possibilities for growth and success.

One-on-One Meetings

Provide consistent communication to build connection, improve performance, and explore development.

Competencies

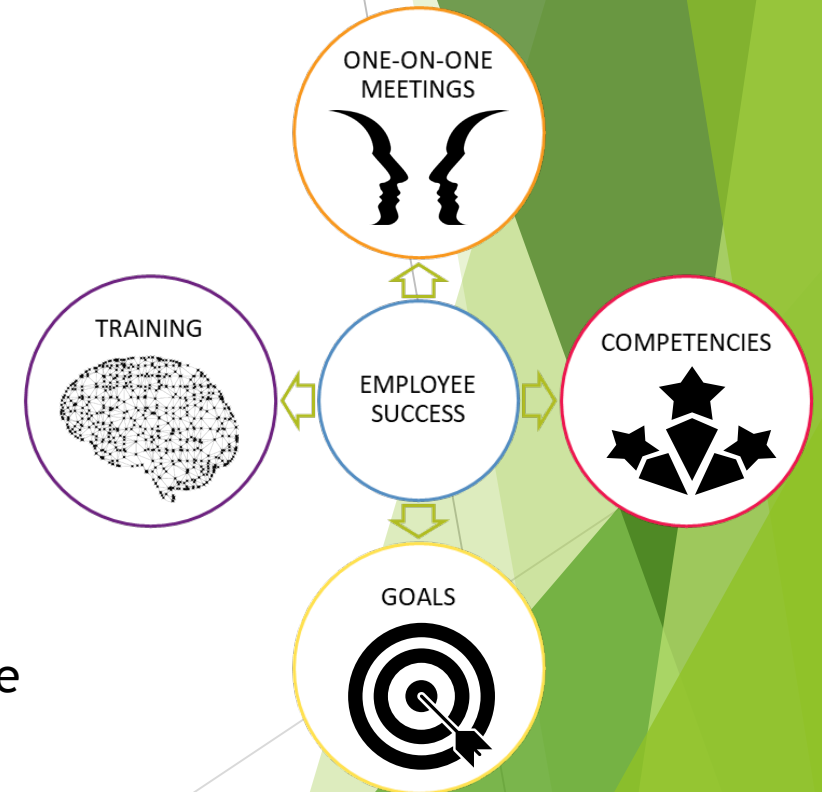
Align performance, behavior, skills, and mindset with DPL's Mission and Core Values.

SMART Goals

Provide clearly defined expectations and road map for success, aligning with DPL's Mission and Core Values.

Training

Provide knowledge, skills, and abilities for performance achievement and growth.



"Never be limited by other people's limited imaginations." - Dr. Mae Jemison

WIIFM

(what's in it for me?)

Committees, Project & Action teams

district wide representation
opportunities for innovation & creativity
ongoing dialogue
build “culture”
connection & belonging



Incorporate
Wellness & Fun!

FIT HAPPENS! 2023

Every month two* Fit Happens! participants win a prize. To be entered into the monthly prize drawing for Challenge 1: Complete the activity and post on the Fit Happens! SharePoint website; for Challenge 2: Complete the activity and add your name to the monthly Get Moving Challenge sign-up sheet at your work location. *One in December for Challenge 2.

Month	Monthly Focus	Challenge 1	Challenge 2	Monthly Challenge Leader
JANUARY	Reflection	Challenge 1: Goal Setting Create a vision board/collage for the year ahead and/or set a goal for 2023 and post about it on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Beth Nolte
FEBRUARY	Mindfulness	Challenge 1: Take a Breath Set a timer and just breathe for 5 minutes, post about the experience on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Emily Midyette
MARCH	Self Care	Challenge 1: Make Time for You Pencil yourself in for a date and post about your quality time on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Shawna Daily
APRIL	Spring Cleaning	Challenge 1: Declutter Complete a 30-day declutter challenge and post about your experience on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Emily Midyette
MAY	Continuous Learning	Challenge 1: Learn A New Skill Try something new and post about what you learned or accomplished on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Cindy Lu Tucker
JUNE	Financial Wellness	Challenge 1: Know Your Finances Create a personal financial goal and action plan and post a financial suggestion/tip on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Paul Tomlinson
JULY	Fitness & Adventure	Challenge 1: Go for a Hike Go for a hike and post a review of the trail you explored on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Sara Brang
AUGUST	Healthy Eating	Challenge 1: Healthy Eating Try a new healthy recipe and post the recipe to the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Beth Nolte
SEPTEMBER	Brain Health	Challenge 1: Train Your Brain Keep sharp by completing a brain game or puzzle and post about your experience on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Cindy Lu Tucker
OCTOBER	Community	Challenge 1: Community Clean Up Help clean up your community by picking up trash and tell us about the neighborhood you beautified on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Emily Midyette
NOVEMBER	Kindness	Challenge 1: Acts of Kindness Complete acts of kindness for others and post about what you accomplished on the Fit Happens! website.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Teresa Brna
DECEMBER	Charity	Challenge 1: Community Charity Participate in your work location's charitable giving campaign to make your community a better place to live and work.	Challenge 2: Get Moving Average 10,000 steps per day or complete the equivalent activity .	Monthly Challenge Leader: Denise

Check out the [Mental Health & Wellness Resources](#) on the Fit Happens! website.

Check out the [Personal Growth & Development Resources](#) on the Fit Happens! website.

Check out the [Healthy & Active Lifestyle Resources](#) on the Fit Happens! website.

Check out the [Community Wellbeing & Kindness Resources](#) on the Fit Happens! website.

Monthly All staff meetings

*1st Fridays every month, 60 minutes
ZOOM platform
Recorded
focused agenda
Lead by Director, Todd Dunkelberg*

Highlights:

*2-3 staff introduce themselves
music playlist created by a different team each month*

Staff recognition

Hint: It's not always chocolate

What recognition do you appreciate? How does receiving or not receiving that recognition effect your job satisfaction?

“Having full time hours feels like recognition. I could not continue to afford to live and work here if I did not have a full time position.”

~Sara Farina

“I appreciate when Todd makes his blog posts recognizing employees for their achievements and anniversaries. It's a lot of fun to see my coworkers recognized for their achievements!”

I love peer recognition: celebrating birthdays, holidays, and anniversaries at the branch, and I find value in being on the giving end of that recognition. I think having that camaraderie with my coworkers is necessary for my job satisfaction. I need to feel like we are friends as well as coworkers, that we truly care about each other since we spend the majority of our time at work together.”

~Shawna Dailey

A moment of gratitude...



Image by [storyset](#) on Freepik

Thank-you!

▶ Contact information



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 - ▶ 541-617-7075
- ▶ Sara Brang, Learning and Development Program Manager
 - ▶ sarab@deschuteslibrary.org
 - ▶ 541-617-7070
- ▶ Sara Farina, Public Service Staff
- ▶ Shawna Dailey, Public Service Staff

References:

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