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ILS 565-S70 Library Management

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### Final Exam

#### **Question 1 “Hire Well”**

In the Unit 6 Lecture (n.d.), Dr. Kusack writes that “The key to managing a successful library is to hire well.” How does the selection of a qualified or unqualified candidate affect facets of management outside of hiring? What would the candidate be like in a situation where the manager had hired well?

Hiring well does not just entail hiring a candidate with a degree in library science or years of experience in a library. It also requires that the candidate has the attitude to work well in the library and want to succeed. A candidate must also be capable of learning new skills as their job requirements change over time or as a situation requires. In the Unit 6 lecture when Peter Carbonara is cited, the point is made that people can be hired for their attitude and then trained with the skills they need to know (Kusack, n.d.). This reminds me of an idea that was repeated during job search courses at The Work Place, a One-Stop Career Center, in Boston, an employer is asking three things, are you capable of doing the job, are you willing to do the job, and are you a good fit? (The Work Place, personal communication, 2008)

The selection of a candidate affects other aspects of library management. it relates to service, the organizational culture, personnel practices, and budgeting. Service is affected because if an employee is not able to do their job patrons could receive slower service or lower quality service. In both situations the public perception of the library would suffer. Patrons might

speak ill of the library and spread their opinion to friends. If the newly hired staff member has a negative attitude it could also result in a negative experience for patrons.

The organizational culture could be affected by hiring decisions. If a candidate is hired who does not conform to the culture this could lead other employees to ostracize the new staff member. Fellow workers may be unwilling to explain new procedures or pass along helpful information. This could again affect service to patrons, or it could cause a new employee to quit. Employees that do not follow the organizational culture should not be seen entirely as a bad thing. If the organization is working to change its negative culture this could be a positive feature, but it would cause difficulty. The situation would lead to the need for human resources activities.

The manager and human resources staff would have to work to settle any disputes between the poorly hired employee and other staff members or the staff member representing the new culture and staff representing the old culture. The poorly hired staff member would need to be evaluated and plans would have to be put in place to improve his or her performance. All of this takes time. It would not just take the time of the human resources staff, but also the manager and other employees as well.

The time spent to correct a poor hiring decision would ultimately impact the budget. The patrons who received poor service might become less supportive of the library. That could mean speaking out against it in a budget hearing or no longer using its services. If the new hire was incapable of doing his or her job then other staff would have needed to do extra work, which would cost more money or take time away from other tasks. The manager must keep a close watch on an employee that is not doing well, which adds to the cost of that employee. As was mentioned in the lecture this employee will occupy a lot of the manager's time (Kusack, n.d.).

The decision to hire well will have an impact on many aspects of library management. A poor hiring decision can lead to low quality or slow customer service. It will ultimately affect the budget because funds will not be used in the most efficient way possible. A good hiring decision could avoid the loss of support from patrons, disputes with other staff members, and redirection of tasks created by hiring a poor employee.

**Question 2: Be a better employee**

If you are not going to be a manager in your first position after library school ho has ILS 565: Library Management taught you to be a better employee?

The course has given me knowledge of the costs associated with running a library. I will have even more incentive to work efficiently and look for less expensive ways to carry out the same task. I was not a person who thought that their work was “free” (Kusack, n.d. Unit 9. In most of my positions, I was paid hourly, so I tried to keep moving and doing whatever I needed to so that I could finish in less time and make the best use of my time. Even when working as a volunteer or intern the cost of an activity is an important thing to keep in mind.

The article “Management Time: Who’s Got the Monkey,” helped to give an expanded view of what employees are expected to do and how managers should see that staff take the necessary initiative for their needs. When I get a job I will now be very conscious of what I am asking for from my supervisor. I will be a better employee when asking questions if I structure them in a way so that I get information that I need and learn how to help myself in the future. I imagine that in a work setting there will be information that the supervisor has, which I cannot access, but with practice that should become the only part of a task that I need help with.

The introduction to different organizational structures provided in Stueart and Moran, will be useful so that I can understand the operation of an organization during an interview and

when I begin work. This will help me to direct any questions or needs that I have appropriately within the structure. Also, if I have a new idea or suggestion I will know who to contact to advocate for it or who will find it to be useful. This will help me to decide, which organization I would like to work for based on my preference of what organizational structure.

The course has provided a better understanding of the roles of manager and subordinate. The idea that the manager is not the friend of their employees has been mentioned in multiple discussion threads. This is important for an employee to keep in mind because the information that you share with your supervisor and how you conduct yourself is different at work than when you are with friends. The manager will get to choose in the end what is submitted as the recommended budget and who will get hired. This is even the case where there is participatory management. As the class has discussed in the In Basket discussion (ILS-565-S70), the manager can ignore the suggestion of the committee and hire another candidate. An employee will benefit from this course because it will give them a more complete view of what a manager does.

### **Question 3: Planning**

What happens if there is too much difference between the goals of an individual and the the plans of an organization?

In the chapter titled “Strategic Planning -- Thinking and Doing,” Stueart and Moran write that “It is also important to remember that many forces influence the process of planning and achieving goals; therefore, the process must be viewed from a number of perspectives. The three primary perspectives are:... 3. **Individual**. Considering the personal goals of the individuals work-ing in the organization” (2007, p.112). It was this statement which led to my question.

If a manager has followed the advice of Stueart and Moran then they have already taken the goals of each staff member who will be necessary in a plan into account. The manager will

know what that staff member is working towards and can promote the plan as helping to meet that goal. The manager will also know which staff members are in agreement and do not need any coaxing and will be in full support of the goal without further urging on their part.

An individual who truly does not support a goal that the manager is insistent on will be a different situation. Instead of selling the goal just to the community supported by the library the manager will also have to make their case to the staff member. The staff member's work might run contrary to what the library's plans are leading patrons not to know about the new work that is being done or to not be in support of it.

As I was reading, I wondered if this could lead an employee to seek employment elsewhere. Perhaps it could lead to a staff member being dismissed if their work was no longer in keeping with their job requirements or not participating in staff discussions.

## References

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