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LAMS Letters

A Newsletter of NCLA's
Library Administration & Management (LAMS) Section

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FROM the CHAIR:

By Laurence Gavin



Don't wait to Delegate

The skill of delegating is one of the most important aspects of leading a team to success. Yet many supervisors fail to make the leap from performing supervisory tasks to actually managing and leading a team by delegating responsibility. I have found that many library supervisors do not understand the basics of delegation, taking on too much to the point of feeling overwhelmed. It is at this point they realize they either need help and the only way to get is to delegate, or they collapse. There are many ways to support supervisors in their roles: training, regular meetings, acting as mentor, performance appraisals etc., and the one common element being simple observation. As leaders, it is our responsibility to recognize when those we lead are reaching the point of meltdown. Symptoms of something wrong range from lateness, absence, quick temper, missed deadlines and the list goes on. The way to mitigate the problem is to recognize there is a problem, address it and follow-up. Let your supervisors know you support them.



North Carolina
Library Association

Dear LAMs Member,

Are you a seasoned professional who feels they have something to offer new and upcoming Librarians? Do you feel the desire to "pay it forward" to the library profession? Then LAMS has the program for you! Announcing LAMS "Partner with a Professional Program." The Partnership Program links LIS students with professionals in library management and administration to learn more about such topics as:

- Public & Community Relations,
- Personnel Management & Development
- Organizational Leadership
- Policies & Procedures
- Budget & Funding
- Strategic Planning
- Project Management
- Marketing
- Facilities
- Communication Strategies



LAMs is currently seeking mentors for the program with a goal to launch this to students/mentees later in the Summer/early Fall. Please forward to others in your institution and if you are interested in becoming a Professional Mentor please contact Laurence Gavin at lgavin@cumberland.lib.nc.us.

(Here is a sneak peak at our Mentee application that will go out to students in late summer/fall)

Thank you!

Executive Committee for 2013-2015 biennium

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Joan Sherif

Northwestern Regional Public Library



LAMS: Library Administration & Management

“Partner with a Professional Program”

A program linking students with professionals in library management and administration



What is LAMS?

LAMS is a section of the North Carolina Library Association (NCLA). “NCLA is an affiliate of the American Library Association and the Southeastern Library Association and is the only statewide organization concerned with the total library community in North Carolina. Our purpose is to promote libraries, library and information services, librarianship, intellectual freedom and literacy.”

LAMS “focuses on improving the practice of library administration and fostering the development of administrative skills in areas such as budgeting, personnel training, buildings and equipment, and public and governmental relations.”

Why join NCLA & LAMS?

“There are many benefits to membership such as continuing education opportunities, advocacy initiatives, access to publications and listservs, and collaborating with other librarians, support staff and institutions across the state. “

- <http://www.nclaonline.org/lams>

How can the Partnership Program help me?

The Partnership Program links LIS students with professionals in library management and administration. Skill examples include:

- Public & Community Relations
- Personnel Management & Development
- Organizational Leadership
- Policies & Procedures
- Budget & Funding
- Strategic Planning
- Project Management
- Marketing
- Facilities
- Communication Strategies

If you are interested in joining LAMS and/or participating in the program please email Laurence Gavin at lgavin@cumberland.lib.nc.us with the following contact information. This information will also be used to match you with your professional.

Name: _____

Institution: _____

Course/Instructor: _____

Email: _____

What particular type of library are you interested in? (academic, public, school media, special, etc.):

Please list any skills that you are particularly interested in receiving help with:

THE PERFORMANCE EVALUATION: NOT QUITE THOR'S HAMMER, BUT STILL PRETTY POWERFUL

By Nora Armstrong

I've been a supervisor and manager for many years. To this day the most challenging part of my job is dealing with employees who are good workers but won't take direction or follow procedure when it comes to certain parts of their jobs (I'm not talking about those who have legitimate limitations to their ability to do something – that's what reasonable accommodation is all about, and that's a separate topic). It took me a long time to appreciate and learn to use the powerful tool that I already had at my fingertips: the formal performance evaluation.

Whether it happens only once a year or (I hope) on a more frequent basis, the process of examining how your employee is performing is your chance to both assess what she is doing well and to highlight any areas of weakness or room for growth. We often overlook that last part, which is a shame, since that's where much of the power in evaluation lies. This is the perfect time to look at not only the big picture but the small, day-to-day one as well. Preparing an evaluation helps you to develop a strategic approach to any issues you've noticed about how your employee is – or isn't – getting the job done. It's the ideal time to address a small performance concern before it grows into a full-blown HR crisis.

In addition to letting an employee know how well she's doing, the evaluation is also a chance for you, the manager, to lay out in concrete terms a specific expectation for all aspects of the job. It's a document that both you and your employee go over together. You can put in writing exactly what you expect of the employee, going into as much detail as you think is necessary. If the employee has any questions, this is the time for her to sit down with the boss (you) and come to an agreement on what both parties understand is the standard of performance, and to discuss the steps both of you will take to get the employee up to that standard.

Like any other HR situation, the better prepared you are going in, the less stressful it will be, for both manager and employee. If you've been a very, very good hands-on manager, you may find that you won't have to wield this side of the performance-evaluation tool, since you've been addressing performance on a day-to-day basis. Even in the case of a model manager, however, the formal performance evaluation can serve as a structured, deliberate activity that helps everyone: the employee understands what you expect, and you get the buy-in from the employee that's so crucial to a smooth-running and functional workplace.

Nora Armstrong is a 1997 graduate of UNC-SILS and has worked at Cumberland County Public Library for...well, a lot of years (18). She has been an Information & Referral Librarian, an Information & Referral Manager and an Information Services Manager and is currently the Programs & Services Coordinator.

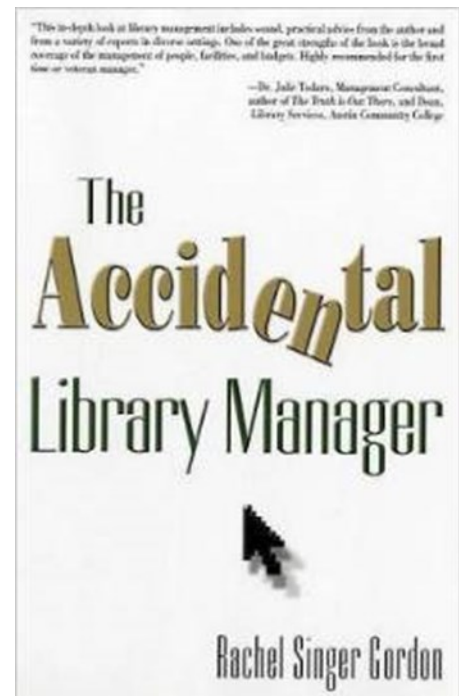


Book Review

Gordon, well known for her work on generational issues in librarianship (including writing LJ's NextGen column), is the author of several books on career development in the profession, among them *The Accidental Systems Librarian* and *The Librarian's Guide to Writing for the Profession*. This time she takes on library management. Designed to help "those who became library managers 'by accident,' without a planned step-by-step progression up the career ladder," her book addresses a range of management concerns, including managing personnel, facilities, money, and change. She also includes a primer on management theories and addresses philosophical, legal, and ethical issues. Each chapter offers a wealth of practical tips and commonsense advice; there are lots of quotes from library managers and staff to illustrate key points and provide real-life examples. The book offers a readable, enjoyable overview of library management for new and potential managers; its only weakness is that the information is sometimes a bit general. New managers in academic libraries looking for more specific, how-to info should also consider Pixey Anne Mosley's *Transitioning from Librarian to Middle Manager*, while public librarians might look at Edward Evans and Patricia Layzell Ward's *Beyond the Basics: The Management Guide for Library and Information Professionals*. Recommended for graduate and professional collections. -Janet A. Crum, Oregon Health & Science Univ. Lib., Portland Copyright 2005 Reed Business Information.

Gordon, Rachel Singer. *The Accidental Library Manager*. Medford, NJ: Information Today, 2005. Print.

**It's coming!!! Mark your calendars,
registration opens soon:
<http://nclaonline.org/conferences/2015/registration>**



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