IFLA Section Continuing Professional Development and Workplace Learning

CPDWL Knowledge Cafe
Tuesday, August 22 from 8:30 – 9:45 am

WLIC 2023 Rotterdam, Netherlands

Coming Together: Sharing Community Knowledge.

The 2023 Knowledge Café emphasized the value and power of sharing our collective knowledge to support one another and improve our services. By coming together in a Knowledge Café to discuss topics such as coaching and mentoring, developing library leaders of the future, the role of libraries in AI, creative uses of social media in libraries, new innovative ways to serve our patrons, etc. we shared ideas and best practices about working together as a community of learners.

The role of the **Discussion Leader was to kick off the topic and moderate the discussion**. The **Rapporteur's job was to take short notes capturing highlights**.

Co-Chairs:
Maggie Farrell and Monica Ertel

Program Committee Members:
David Byrne
Ulrike Lang

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 Notes from Rapporteurs as received follow the Table's discussion topics.

1. The role of librarians in OpenAI/ChapGPT
Artificial intelligence is changing our world through smart applications and software capabilities. ChatGPT has received much attention for its ability to create documents and reports. This might be used by students for papers, employees for reports, and journalists for news stories.
- How is your library using or not using AI in your operations?
- Do you have students or patrons requesting to use AI or asking for training?
- What concerns do you have for AI?
- What benefits might you see for AI?

Facilitator: Ray Pun, IFLA CPDWL Standing Committee UNITED STATES
Rapporteur: Carmen Lei   Macau Institute for Tourism Studies CHINA

2. Diversity, Equity and Inclusion (DEI) in libraries
Librarians and library workers are committed to serving their entire community through diverse collections, equality of service, and representation in staffing. However, our profession has yet to reach our vision and libraries are being criticized for providing materials with diverse perspectives (U.S.).
- Do your libraries reflect the ethnic, social, gender, and political makeup of your community?

- What successful strategies have you implemented to increase diversity of employees?
- What strategies may have not worked as well?
- Have you recently changed your collection policy and why or why not?
- Is your library being challenged because of items in your collections?
- How are you building an inclusive organization?

Facilitator: Helen Chan   University of Hong Kong HONG KONG
Rapporteur: Adetoun Oyelude University of Ibadan NIGERIA
CoRapporteur: April Manabat Nazarbayev University REPUBLIC OF KAZAKHSTAN

3. Optimizing collaboration between libraries, organizations, social agencies and different sectors

Cooperation is a form of collaboration that is characterized by a deliberate and planned approach, as well as processes of mutual coordination on precise goals. These organizations cooperate in various areas of economic or social coexistence. Cooperation includes the basic idea of reciprocity.

- Who are possible partners for libraries?
- What are the advantages and what are the obstacles?
- Which hurdles do you have to overcome in your own institution or with your funding provider?
- Who took the first step: the library or the other institution?

Facilitator: Evviva Lajoic, University of Buffalo UNITED STATES
Rapporteur: Kendra Albright; Kent State University UNITED STATES

4. Improving performance through mentoring and coaching

Coaching and mentoring are an important part of managing your library staff. Research has shown that mentoring and coaching improve performance.

- What formal and informal programmes you have experienced?
- How did your staff (and you) find a coach or mentor?
- What are the components of a successful coach or mentor?
- What has worked well? What hasn't?

Facilitator: Ulrike Lang, Retired, State and University Library Hamburg Carl von Ossietzky
Rapporteur: Jeannie Bail, University of New Brunswick CANADA

Notes: Table 4. Improving performance through mentoring and coaching
Round 1

The round table opened with definitions of mentoring and coaching, and how they differ. For example, mentoring usually involves a more-experienced colleague who provides advice. Another characteristic of mentoring is that it often involves a senior - junior relationship. The mentee, or one working with a mentor, receives input on how to solve an identified problem. The issue is usually focused on a business topic but can sometimes involve personal issues. With coaching, the coach asks questions and the coachee needs to come up with their own solutions. One needs to be careful not to mentor when coaching is needed for the situation. A trained external coach can be brought in to help solve team problems but will stick to coaching only. Sometimes, mentoring can creep into coaching work, depending on the relationship. A coach needs to ask the right questions to help the coachee reframe the issue or concern. One usually needs to ask for coaching or seek the assistance of registered and/or trained coaches. It is sometimes best to have a coach from outside your own institution, as discussions can be less

biased and more confidential. Coaching is particularly useful for managerial issues. However, it doesn't matter what level you are at, or the area you work in. The table discussion revealed that sometimes participants combine both mentoring and coaching, depending on the situation. A theme that surfaced is developing solutions together. The power or knowledge of the group is better than single-mindedness, which is also described as "hive mind".

6 participants, who represented the following countries:
France, Norway, Luxembourg, Germany, Hong Kong,
the Netherlands

Questions posed: 1. What formal and informal programs have you experienced? There was a mix of experience at the table. 2. What is your budget for coaching? Do you have access to a staff development fund? Since many at the table did not have significant experience with coaching, we moved on to the next question. 3. How did your staff (and you) find a coach or mentor? There is a community of helping hands in our professional network available for mentoring. Some libraries have gaps with knowledge transfer, others are more involved with onboarding and formal mentoring for new employees.

Round 2

The round table discussion revealed that there is a lot of informal mentoring and coaching happening. One attendee spoke about an effort to make coaching more interactive and participative, rather than top-down, in their institution. Another attendee commented on their involvement with training (using a train-the-trainer approach). It was remarked that the State Library of Australia has programs related to development. Again, the differences between mentoring and coaching were explored. Mentoring involves an experienced colleague who provides advice to a less-experienced colleague. The mentor needs deep knowledge and experience in the subject itself. With coaching, one never offers a solution as a coach. A coach just asks open-ended questions and allows the coachee find their own solution. Coaching provides the safety to seek problem-solving outside one's own institution. Coaches from outside are often brought in to tackle problems and issues from an unbiased perspective. Listening is critical, as the coach needs to carefully understand what the real issue is. Confidentiality is key, too. Coaching involves more emotional labor than mentoring. It is harder for the coachee as they must do a lot of work to come up with their own solution. The discussion focused on a few situations, including a former manager who took a coach approach, but the round table participant felt like, as the coachee, they had to know the answer immediately. As a coach, it is important to listen carefully, and to allow the coachee time and space to reach their own conclusions. The participant ended up consulting a mentor for advice: "took spaghetti and made lasagna"! As employees, we often learn what not to do from past bad experiences. A tool called

Team Management Systems was mentioned. This is a tool used to identify work preference styles. The participant was able to unpack the results with an external coach, who worked with the team. It was noted that some people prefer mentoring over coaching. This preference can depend on one's work preferences. In Germany, there is a law requiring workplaces to be psychologically and organizationally healthy. One of the possible methods to measure this is the COPSOQ test, which is administered every few years, and actions are taken to address areas that need improvement. Lots of comparators exist in the EU. Some common issues are working together and leadership. Coaching can be identified as a solution to help resolve issues. The role of "conflict manager" exists in certain organizations; this role can be consulted externally, as well.

3 participants, who represented the following countries:
Sweden, Belgium and Australia.

5. Developing library leaders of the future
With an aging profession and post pandemic employment challenges, we need to consider how we develop library leaders for tomorrow. These new leaders will face many problems including declining public funding, competition for employees, generational differences, and a perception that libraries are irrelevant.
- How are you developing library leaders?
- What challenges are you facing in hiring and/or coaching others to become library leaders?
- Can you recommend specific training and resources that have helped you or others in their development?
- Have you created a succession plan and if so, what does it include?

Facilitator: Catharina Isberg, Lund Public Libraries SWEDEN
Rapporteur: Reshma Dangol, SAARC Secretariat NEPAL

6. Shift to digital libraries and delivery

The digital shift requires libraries to look, operate, and organize themselves differently. Collections are increasingly digital with patrons checking out eresources. Library staff must manage complex licensing agreements with limited circulation and interlibrary loan rights.

Library staff also must manage access and metadata that is more complicated than traditional print processing. Automation is also changing our workflows and our patron interactions.

- What are your experiences of the challenges and opportunities of the shift to digital?
- How have any changes prompted by the pandemic "stuck" and become business as usual?
- What new skill sets are needed in your organization?
- What changes to workflows, tools and techniques needed?
- How can we think ahead and visualize what the digital future might look like?
- What role do you see for AI systems, machine learning, and automation?

Facilitator: Joan Weeks. Library of Congress UNITED STATES
Rapporteur: Simona Marilena Bursasio,   Zentrale Bibliothek der Politehnica Universität Temeswar ROMANIA

Notes from Table #6 Shift to Digital Libraries and Delivery:

The discussion began with the introduction of the interested colleagues and the projects they did in their libraries regarding digitization and delivery of digital documents.

We had as examples the Politehnica University of Timisoara, Romania, and the European Commission. The Politehnica University has developed a digital repository for library users with collections of PhD theses, courses, dissertations, and articles of local journals. The European Commission developed a digital repository to help in organizing the huge number of documents that must be made available for the Commission and by lawyers or the whole community. The Library of Congress Middle East Section has digitized rare Arabic, Persian, Ottoman Turkish and Armenian manuscripts.

After the break, we continued the discussion with a new member at the table, a LIS student interested in the topic and in the multilingual development of digitization and the e-resources.

- What are your experiences of the challenges and opportunities of the shift to digital?

The challenges faced by the digital shift are the lack of resources to buy technical digitization tools, and the long time needed to convert whole collections.

- How have any changes prompted by the pandemic "stuck" and become business as usual?

The pandemic was helping a lot in advancing staff digitization skills as they scanned documents for researchers who couldn't come to the library.

- What new skill sets are needed in your organization?

We need librarians specialized in managing the digital repository. They need to be able to make basic configurations and provide new types of metadata. The staff need to learn data mining and digital AI.

- What changes to workflows, tools and techniques needed?

The introduction of the digital archive of documents also changes the way digital repositories function in libraries and in institutions.   Patrons need instruction on the tools to access the documents and data migration to new formats can also challenge librarians. Especially difficult to migrate data from CDs and DVDs when players no longer exist or older documents created with earlier versions of software.

The other topics did not come into discussion due to the lack of time.

- How can we think ahead and visualize what the digital future might look like?
- What role do you see for AI systems, machine learning, and automation?

7. Changing landscape for librarian education

Libraries are changing and library education must reflect those changes to prepare students to be ready for this new world. Remote learning, digital collaboration, changing needs of library patrons, new sources of information etc. are having an impact on the more traditional ways of providing library services.

- What is the impact of students taking more autonomy over their own learning and engagement?
- Many library, information and knowledge professionals work outside traditional libraries. How have library schools adapted?
- How can library schools collaborate with library, information and knowledge practitioners to provide an academic route to professional qualification?
- How can library schools replicate the environment found in the workplace by bringing together a mixture of theoretical and practical teaching methods?
- How should links with professional bodies develop as library schools evolve? (IFLA, ALA, CILIP etc.)

Facilitator: Lilia Pavlovsky, Rutgers University UNITED STATES
Rapporteur: Priscilla Pun, University of Macao CHINA

8. Library staffing challenges
Libraries and information centers are experiencing a number of challenges in terms of library staffing. Hiring freezes result in over-worked staff. The demand for more technical skills can affect the ability to provide relevant services. After several years of remote working, staff may be unwilling to come to the physical library space. And it is difficult to find appropriate rewards and recognition to keep staff motivated.
- What have you done in your library or information center to address these challenges?

- How do you manage the stress on your staff with heavy workloads?
- What are some ways to offer rewards and recognition to movitivate staff and make them feel appreciated?
- Where are some of the best places you've used to recruit new staff?

Facilitator: Jorun Systad Sunnfjord Public Library, NORWAY
Rapporteur: Julia Gefland, University of California, Irvine UNITED STATES

Notes from Table #8 – Library Staffing Changes
Small group discussed issues coming from United States, Serbia, Hong Kong & Belgium representing public libraries and academic libraries, with one librarian working in a military environment offering library services in a very international environment to service personnel & families. Issues were not so much focused on technical skills but on customer services and the impact of the pandemic. Concerns identified included:
• When staff leave, impact on others is huge – takes a long time for new recruitments and hiring process. Often jobs are reconfigured to reflect new needs.
• Serious perception of being understaffed
• Library staff is composed mostly of non-librarians so training is imperative and important o Also higher frequency of turnover in recent years o Often promotion from within causing challenges when relationships and reporting lines change
• Need to serve digital resources and desire to offer new technologies including AI applications from bots, robots, chat services, etc
 • Major issue for public libraries is how to create programming and options to attract youth – teenagers – not a problem for children's services but for middle school & high school students. Always trying to offer new services.
• Library salaries are problematic – always asking for more from employees but can't pay them bigger wages o Staffing levels vary – skill sets also vary o Some libraries are using volunteers/docents to perform certain functions
• Addressing morale issues – often due to staff feeling overworked and unappreciated.
• Additional cultural barriers lead to frequent misunderstandings that can escalate into challenging situations that may require interventions.
• How to show staff appreciation is a key problem – what kind of incentives, opportunities for professional development, conference attendance can be offered when financial resources are tight. Try to create community among staff through different team building exercises or opportunities – have outside events so staff can interact on a more personal level; celebrate birthdays or other holidays to promote diversity and ways for people to share in a welcoming way.
• Library exhibits and different programming encourage greater variety of ownership of activities where different people can take the lead or initiative with creative outlets for programs, displays.
• How to best use social media to capture events and activities is key and to show recognition.
Submitted by Julia Gelfand, Rapporteu

9. Finding the motivation for your own professional development and well being
Sometimes you are the hunter and sometimes you are hunted. But an important driver of our doing is motivation. In the debates about work-life balance, well-being is given greater weight.
- What drives you and what supporters do you need?
- Do you have a plan for your personal development?
- Are you aware of what is good for you in your institution?
- Are you listening to your body?
- Do your working conditions correspond to your internal clock?

Facilitator: Ida Kelemen, Hungarian National Assembly HUNGARY

10. Creative uses of social media in libraries

Social media has provided new ways for libraries to communicate with their users. It is also a new way to connect with staff. Social media provides the ability to keep patrons and library staff engaged and cultivate new readers and learners in your community.

- What do you see as the current challenges and opportunities of using social media in libraries?
- Does your library have a strategic approach to using social media or is usage ad hoc?
- What do you think future use of social media will look like?
- How can we make social media usage more strategic?
- How can we merge social media activity with other communication channels to make it more closely linked to library services?

Facilitator: Chama Mpundu Mfula, National Assembly of Zambia ZAMBIA

Rapporteur: Open

11. Post pandemic remote work in libraries

With Covid waning across the world, people are starting to come back to the physical workplace. After two+ years of working remotely, it can be a challenge for staff and directors to adjust to this post-pandemic world. In addition, library and information center patrons have adjusted to the use of library and information services in a different way than in the past.

- What does this post-pandemic world look like in your library or information center?
- How have you encouraged your staff or yourself to return to the physical library space?
- Have you instituted hybrid working policies? If so, what are they and how have they worked?
- How have your patrons responded to virtual services?
- How have you managed equity with some positions more able to work remotely while other positions need to be onsite?

Facilitator: Gillian Hallam, Library and Learning Consultant AUSTRALIA
Rapporteur: Almuth Gastinger, NTNU University Library NORWAY

12. Internal library communication

A strong, internal library communication plan is crucial to the success of your library or information center. Without it, staff can feel disconnected and removed from the larger library mission and goals. Staff needs to understand their role and work in relationship to the overall organization in order to do their job effectively. Staff also need ways to communicate with management and each other so communication is flowing throughout the organization. The lack of such a plan can lead to frustration, turnover, and the inability to work together as a cohesive team.

- What ways / tools are you using to foster internal library or information center communications?
- How has this improved team satisfaction and performance?
- Who was involved in designing and deploying your current internal communication plan?
- How have you encouraged individuals throughout the organization to contribute to communication?

Facilitator: Rajendra Munoo, Singapore Management University SINGAPORE

Rapporteur: Tina Haglund, Helsingborg City Libraries SWEDEN

Notes from Table 12 Internal Library Communication:

A strong, internal library communication plan is crucial to the success of your library or information center. Without it, staff can feel disconnected and removed from the larger library mission and goals. Staff need to understand their role and work in relationship to the overall organization to do their job effectively. Staff also need ways to communicate with management and each other so communication flows throughout the organization. The lack of such a plan can lead to frustration, turnover, and the inability to work together as a cohesive team. At first when we didn´t have any participants at our table we talked and shared experiences from Singapore and Sweden. Later, we had three persons joining us from South Africa and France.

 • What ways/ tools are you using to foster internal library or information center communications?

During the pandemic all of us adapted new ways to communicate very fast, faster than we normally would have done. We also sensed an e-mail fatigue when coming back to new normal after the pandemic. We still use these new ways in our daily communication. People with special needs (blind) in South Africa were not able to get any books or able to send any books back during the pandemic due to the lack of post service. This service has however not yet recovered, and the library had to develop services by courier system to deliver books. This also became a socioeconomic issue/ question since everybody can´t afford to get an electronic device to read or get digital books. Lack of electricity coming and going also creates a vulnerability. Even if Teams and Zoom makes communication a lot easier. We talked about communication problems and experiences from public libraries in France. In this case it was about keeping in touch and having a dialogue with elderly people working as library volunteers in a lager network of 20 libraries. Working as a volunteer in combination with a lack or poor digitals skills made communication harder but mostly e-mail or zoom worked but it could be hard to get confirmations from the volunteers. In the case of students at a University the pandemic created a gap between the students and the physical library, especially among new students who were in a sort of shock to be in place at school after a long time with lectures online. In South Africa there were also difficulties to be able to communicate when the connection is poor and students come in and out of Teams and Zoom. Best communication tips: France

• Big monthly meetings
• Smaller meetings in smaller groups
• Short Newsletters with right information
• Lunch meeting including lunch (people tend to attend these) South Africa

- Monthly meetings at different libraries (if it´s a large organization)
- Teams meetings in digital training with 8-9 participants
- Physical monthly meetings with coffee and waffles
- Using WhatsApp during lockdown
- E-letters for the institutions with information to all staff at Campus Singapore
- Thematic meetings with best practices
- Walk and talk meetings in a neutral fashion Sweden
- Using possibilities in Teams to create different Teams to share information and documents
- Using the chat function in Teams to have quick communication
- Sending less e-mails to reduce information overload.