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Leading, Energizing, and Developing Staff Through Times of Change

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I3: Leading, Energizing, & Developing Staff Through Times of Change

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Jane Sánchez – Speaker
Carol Watson – Speaker
Austin Martin Williams – Moderator

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Presenters

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*Assistant Law Library Director*  
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Takeaways

1. Participants will be able to identify the **challenges** managers face when communicating with staff about the future of their work and their role in the library.

2. Participants will be able to describe the **methods for conveying vision** and change to staff.

3. Participants will be able to identify **resources** they can use to help staff transition to new roles in the library.
Two Parts

Part 1 - Library Overview & Disruptions

Part 2 - Conveying Vision & Addressing Changes
Audience Poll

Go to www.menti.com
Type in code XX XX XX

Questions
1. Favorite App
2. Biggest Changes Last 5 Years

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Part 1 – Library Overview & Disruptions

- Library Overview
- Major Changes Over the Last 5-10 Years
- Future Disruptions
Jane Sánchez
Library of Congress
The Law Library of Congress: Overview

- **Established by law in 1832** as a separate department of the Library of Congress to serve the legal research needs of all 3 branches of government.

- **Largest law library in the world**: 2.95 million volumes of federal, state, and foreign materials, including codes, constitutions, official gazettes, law reports, treatises, serials, and laws from all historical periods, and 3.1 pieces of microfiche.
The Law Library of Congress: Overview

- Collection covers **267 nations and jurisdictions**. Working reference collection of **30,000 volumes in the public reading room**.
- 20 foreign legal experts, 3 foreign legal analysts and 5 editorial staff provide expert, complex FCIL research to Congress (395), the judiciary (11) and the executive branch (416).
- 12 JD/MLS librarians in Reading Room.

Materials in the Law Library Reading Room
Not just a Law Library…


• World Survey on Extradition Treaties' Implementation
• Status of Children of Undocumented Migrants Around the World
• Bribery and Corruption Investigations into Novartis
• Survey of Legislation on War Crimes, Genocide and Crimes Against Humanity
• Regulation of Artificial Intelligence in Selected Jurisdictions
• Comparative Summary on Foreign Legislation Regulating Production and Use of Autonomous Vehicles
• Regulation of Cryptocurrency Around the World
• Taiwan: Same-Sex Marriage Law Enters into Effect
• European Union: Member States Disagree over Proposed Cybersecurity Directive
The Law Library of Congress: Planning and Initiatives

**LLOC INITIATIVES:**

- Classification (K Class) & Stacks Modernization
- Digitization of Collections
- Crowdsourcing for metadata and transcription
- Increase use of social media
- Three Branches Campaign
- Webinars, instructions, research guides…

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The Law Library of Congress: Learning New Skills

Webinars & Trainings - Reaching Wider Audiences

- In-house and online trainings for staff, patrons, public
- New webinars/webcasts
  - Congress.gov
  - A Century of Lawmaking for a New Nation
The Law Library of Congress:
Facing and Overcoming Challenges and Disruptions

Anticipating Issues, Seeking Solutions: React and Adapt

- Prepare in advance for changes
- Keep staff informed
- Provide training opportunities
- Expand educational and relationship building
The Law Library of Congress: Facing and Overcoming Challenges and Disruptions

Addressing “Generational Change”

- To assimilate new hires efficiently and preserve institutional memory, LLOC developed a mentoring program.
- The phased retirement program can facilitate transfer of knowledge.
Carol Watson
University of Georgia School of Law
University of Georgia School of Law
Alexander Campbell King Law Library

By the Numbers
• 575 JD students
• 25 LLMs
• 55 full time law faculty
• 11 law librarians
• 7 law library staff

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Major changes in past 5-10 years

RESEARCH INSTRUCTION

New Skills
- Instructional design
- Educational technologies
- Assessment
- Distance/online education
- Digital literacy

Staffing Challenges
- Significant time commitment
- Reallocation of duties
Major changes in past 5-10 years
LIBRARY FACILITIES

New Skills
• Needs assessment
• User-centric design
• Innovative technologies

Challenges
• Funding
• Retrofitting
• Collection storage
Major changes in past 5-10 years

COLLECTIONS

New Skills
• Digital asset management
• Information architecture
• Responsive design
• Repositories & open access
• Cybersecurity & privacy

Challenges
• Flat or reduced budgets
• Continuous learning
Upcoming Disruptions

INCREASED INSTITUTIONAL ALIGNMENT

Affordability
Bar Passage Rates
Promoting Faculty Scholarship

Assessment
Data Driven Decisions
Law School Rankings

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Upcoming Disruptions
DATA REVOLUTION

New Information Professional Skills
• Predictive Analytics
• Artificial Intelligence
• Data Visualization
• Internet of Things
• Robot Repair?

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June Liebert
Sidley Austin LLP
RANKED 6th AMLAW 100

FOUNDED IN 1866

$2.2B 2018 GROSS REVENUE

143,000+ 2018 GLOBAL PRO BONO HOURS
• 6 autonomous locations
• 5 catalogs + 1 spreadsheet
• 6 library intranet sites
• No unified A-Z list
• Contracts handled by Accounting
• Differing policies and service levels
• 1 global library team
• Centralized:
  • purchasing/contracts
  • technical services
  • research services
• Smaller library spaces
• Firmwide service excellence
• More online resources
How Did We Get Here

- Unified request ticketing system
- Centralized US technical services (Chicago)
- **Resource purchasing checklist**
  - User surveys
- Shared best practices
- Team approach
- **Service Excellence**
  - 8 to 10 min response time
- Biennial strategic planning
- Reorganized management structure
- Individualized performance coaching
- Standardized research competency
New Disruptions

Simplification

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Part 2 – Conveying Vision & Addressing Changes

- Conveying Vision
- Pushback & Reluctance
- Resources
Jane Sánchez
Library of Congress
Conveying Vision & Addressing Changes

Managing Organizational Changes

- Change is hard. When change is needed, explain “why”.
- Open door policy.
- Explain expectations and benefits.

COMMUNICATE, COMMUNICATE, COMMUNICATE!
Conveying Vision & Addressing Changes

**Addressing Changes**

- Training is provided as new responsibilities are introduced.
- Staff are encouraged to identify and schedule training.
- Managers and supervisors regularly meet with staff to discuss performance expectations, and work together to update and adjust IDPs and performance requirements.
Adjusting to New Roles: Resources

Preventing Challenges

- Management sponsors outside professional activities.
- Team building and experience-sharing collaboration with internal and external partners.
- Federal Employee Viewpoint Survey: Ask, Listen, Understand, Act!
Conveying Vision & Addressing Changes

Conveying Our Vision

- New Strategic Plan and the Law Library’s Directional Plan guides our work and initiatives.
- Weekly staff and team meetings, one-on-one meetings.
- Announcing initiatives, plans and projects in advance
- Engaging staff.
Carol Watson
University of Georgia School of Law
Conveying Your Vision

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PUSHBACK

That’s not in my job description

Are you tossing all of the books?

No one listens to me

If it ain’t broke...

But we’ve always done it this way

That’s not our mission. We’re a LIBRARY

Is this another flavor of the month?

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How to Cope

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Resources

• Harvard Business Review
• EDUCAUSE
• Chronicle of Higher Education
• Gartner hype cycle
• Lynda.com
• Monitor conference topics
The Sidley Motto:

Talent. Teamwork. Results.
Sharing the Vision

Strategic planning

- Biennial process
- SWOT Analysis
- Weighted ranking
  - Align w/organizational goals
- Everyone participates
Define success
• Measureable
• Within your control
• Personalize

43% increase in # of complex US research requests (2017-2018)

100% firmwide increase in number of requests received (2014-2018)
Sharing the Vision

Communication

• Regular meetings
  • agendas, minutes
• Virtual meetings
  • Cisco Jabber and LoopUp
• Online chat via Skype
• Weekly newsletter
• Email group
• Live screen sharing
“the art of getting someone else to do something you want done because he wants to do it.”

*Dwight D. Eisenhower*
Pushback?

- Loss
- Fear
- Lack of Expertise
- Criticism
Overcoming Reluctance to Change

- Understand motivations
- Provide clear expectations
- Constant feedback and support
- No whining without solutions
- Pilot test everything
- Identify bright spots
Resources for Staff

**Peers**
- Buddy system
- Online chat
- Project teams

**Learn**
- Internal training
- Online tutorials
- Conferences, meetings

**Supervisors**
- Tiered support
- Team approach
- Regular meetings

**Measure**
- Define success
- Celebrate success
- Learn from failures
Questions & Answers

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