

2024

Professional Learning Assessment Project

Summary of Findings

Acknowledgements

The British Columbia Library Association for their foundational work in the 2019 publication titled "Professional Learning Assessment Project for BCCLA Membership." The framework and insights provided in this document were instrumental in guiding the current study.

The Manitoba Library Association Board for their assistance in tailoring the questionnaire from the BCCLA's 2019 Learning Assessment Project to the context of Manitoba's library community, as well as for their feedback on drafts of this document.

Manitoba's library community for taking the time to provide the thoughtful and insightful responses to this questionnaire.

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The Public Library Services Branch for providing a unit perspective on key questions in this study.

Rustam Dow, MLIS, Director at Large for Professional Development with the Manitoba Library Association, as the principal investigator, author, and designer of the MLA's 2024 Professional Learning Assessment Project and Summary of Findings.

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Introduction

Librarianship is a dynamic profession that is continually adapting to new technologies and the evolving needs of communities. This ongoing change underscores the importance of professional development for librarians, as it helps to ensure their ongoing relevance in our society.

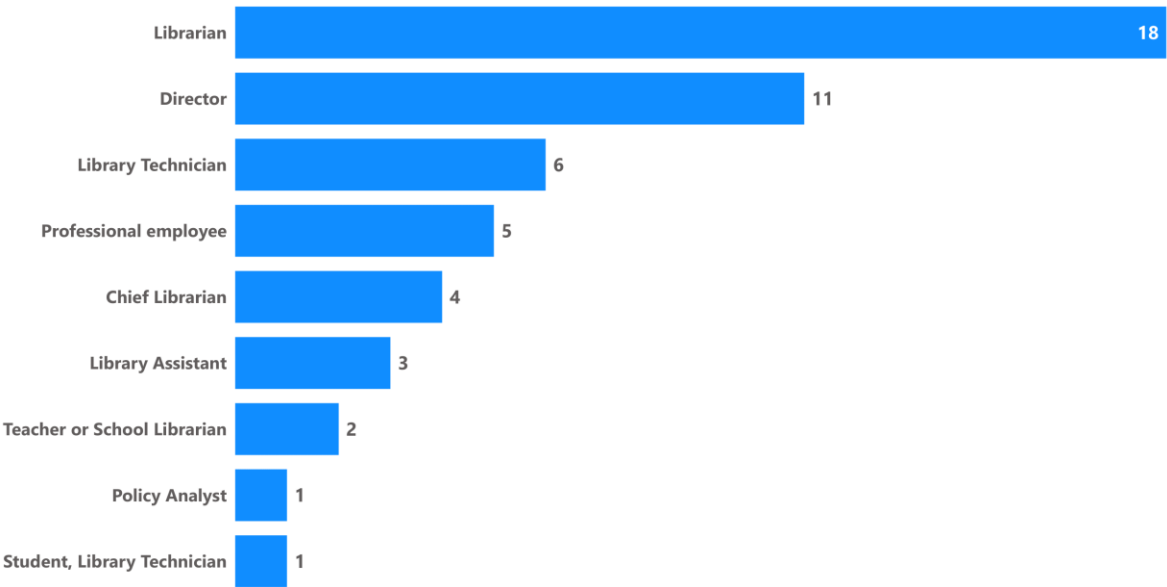
Engaging in professional development is essential for librarians at any career stage—whether seasoned, newly employed, or transitioning between roles. It helps them acquire transferable skills for job searches or gain the necessary knowledge and training for their current positions. Collaboration and idea-sharing are critical for librarians to navigate new challenges and adapt to the profession's constant changes (American Library Association, 2013).

To better understand the professional development needs of Manitoba's library community, the Manitoba Library Association (MLA) conducted a questionnaire in May of 2024. The questionnaire (See Appendix A) was adopted from the British Columbia Library Association's 2019 Professional Learning Assessment Project and tailored to the context of Manitoba. The call to participate in the questionnaire was shared via the MLA's social media accounts, monthly newsletter and listserv. In total, **51 members of Manitoba's library community responded to the questionnaire**, which collected both qualitative and quantitative responses. Qualitative responses were coded using NVivo in an exploratory fashion (i.e., without a predefined coding structure).

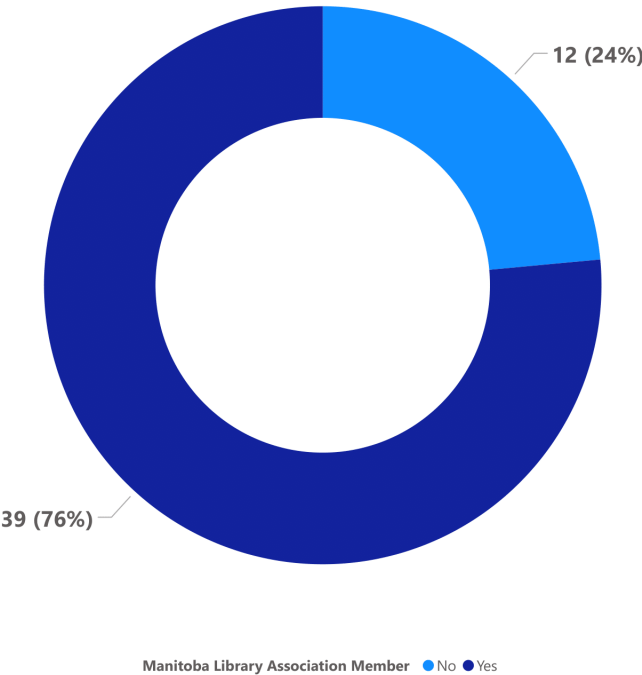
Additionally, Public Library Services (PLS), a policy and program unit within the Strategic Policy Branch of Manitoba Sport, Culture and Heritage, submitted a response for key questions that are included in a separate section.

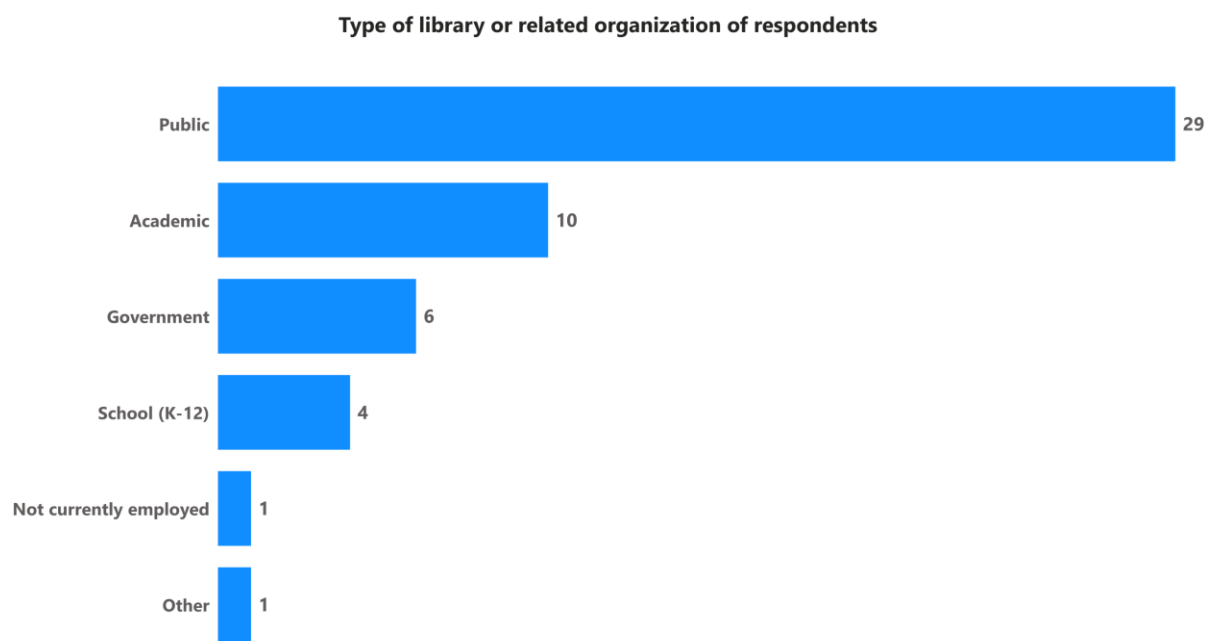
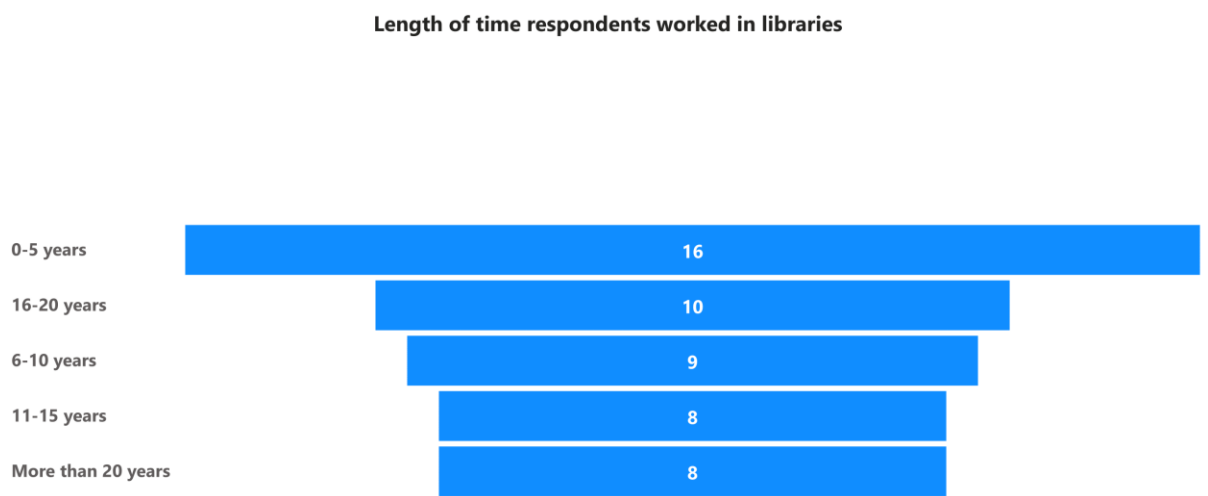
Demographic highlights

How respondents self-identified within Manitoba's library community

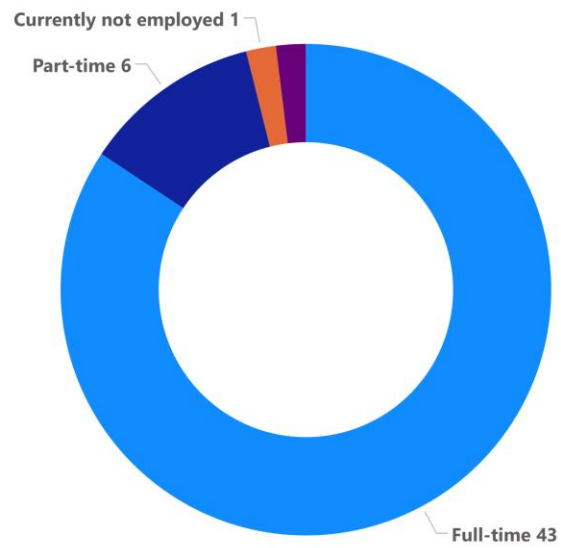


Respondents who were MLA members

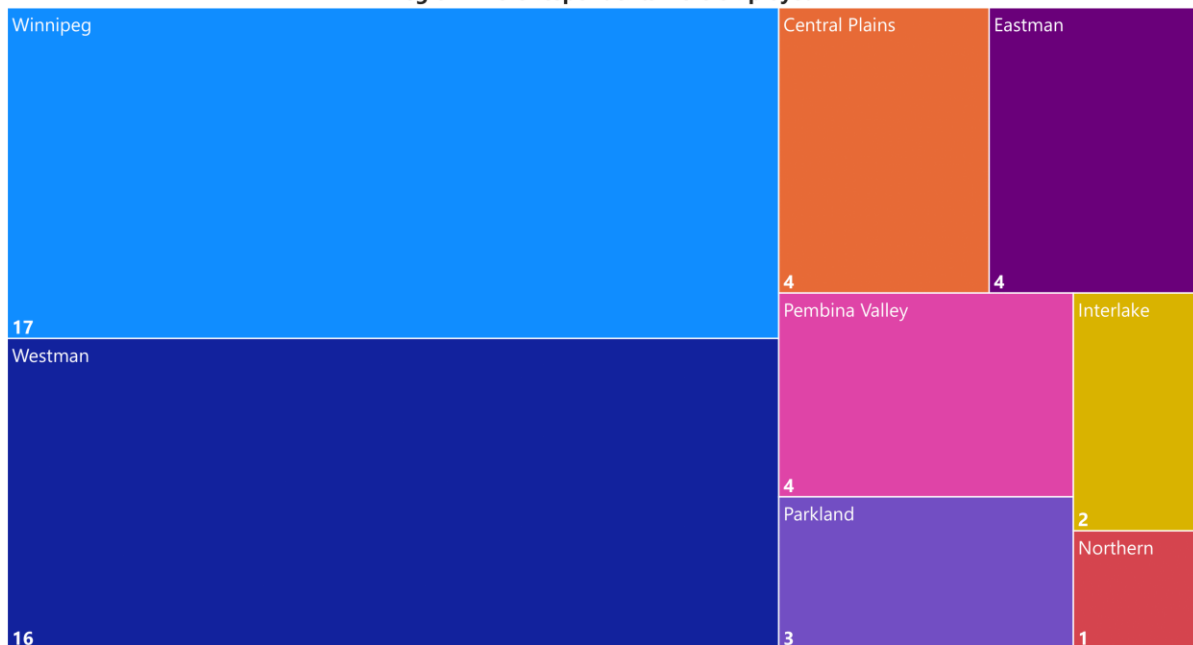




Employment status of respondents



Region where respondents were employed



Core competencies

The questionnaire was centered on the core competencies of librarianship as defined by the American Library Association (ALA).¹ Like the BCLA's 2019 Professional Learning Assessment Project, respondents were asked to rank the competencies needed in order to feel confident in their current role as well as their level of confidence in each of the competencies.

In response to the question “*Please rank in order of importance the following competencies that you need in order to feel confident in delivering effective library services in your current role (1 being the least important and 9 being the most important)*”:

1. The competencies ranked the most high were *Technological Knowledge and Skills* and *Management and Administration*.
2. *Social Justice* was the most needed competency that ranked somewhere in the middle.
3. The lowest ranked competency was *Gateway Knowledge*.
4. See Appendix B for complete overview of responses.

In response to the question “*Please indicate your confidence level for each of the competencies (1 being "Not confident" and 5 being "Very confident")*”:

1. Around half of respondents were either fairly confident or very confident in most of the competencies.
2. The competency where confidence was lacking the most was *Research and Evidence-based Practice*.
3. Other competencies lacking in confidence (i.e., where half or more respondents were somewhat confident or less) were *Social Justice* and *Reference Users Services*.
4. See Appendix C for complete overview of responses.

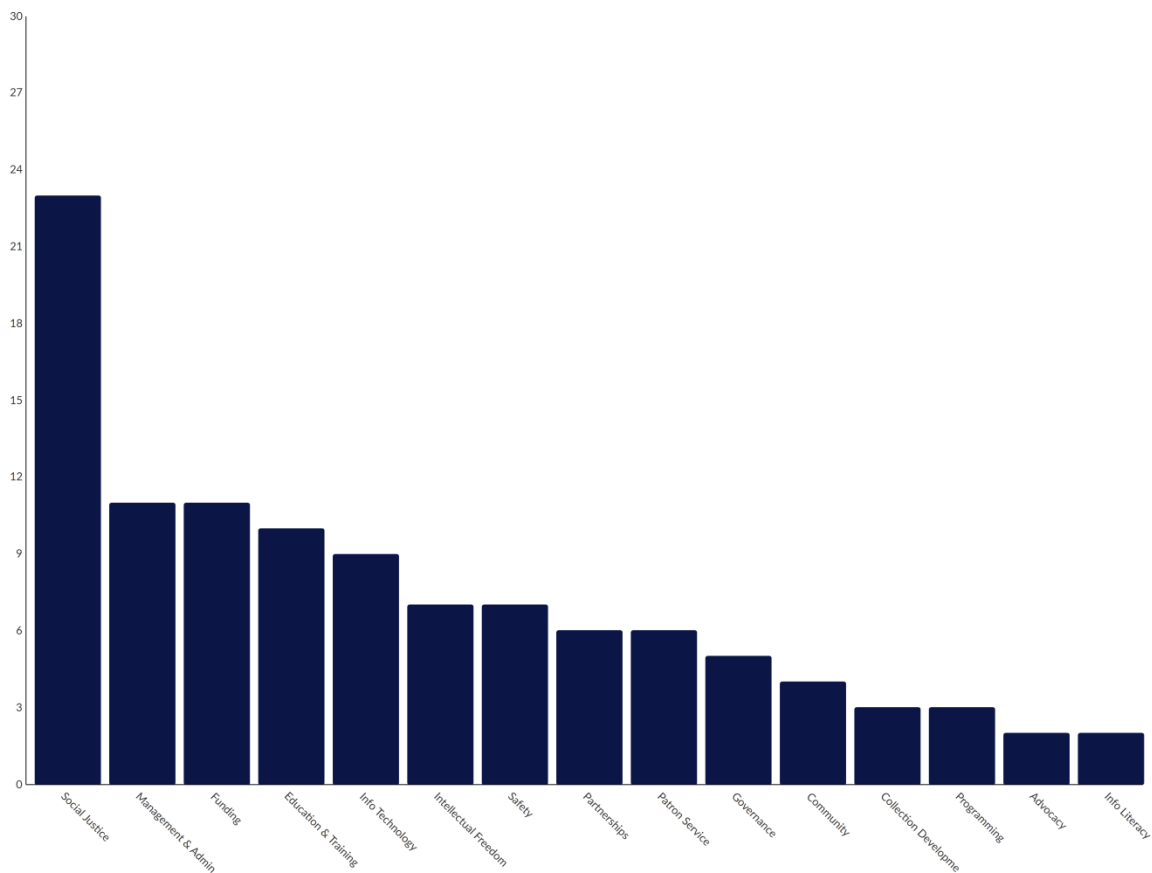
When comparing the ranking of competencies needed for delivering effective library services with respondents' perceived confidence levels, **Social Justice emerged as having a significant gap, ranking high in importance but showing low confidence, indicating a need for more focused professional development in this area.**

¹ The American Library Association's Core Competencies of Librarianship (2023). Retrieved on April 1, 2024 from: https://www.ala.org/sites/default/files/educationcareers/content/2022%20ALA%20Core%20Competences%20of%20Librarianship_FINAL.pdf

Professional learning experience and perspectives

Pressing issues

Respondent were asked the question *what key important issues facing Manitoba libraries today can be addressed by professional learning*. **Social Justice**, which encompassed sub-topics such as Equity, Diversity & Inclusion (EDI), Truth & Reconciliation, and Accessibility, was the most referenced topic.



Responses coded under **Social Justice** include:

“Insufficient knowledge about Indigenous research concerns (appropriate names and language, knowledge protocols, bias in settler ethnography, appropriate research materials).”

“Accessibility requirements; serving vulnerable populations.”

"Mental health, homelessness, security, inclusiveness, how to meet the needs of the community."

"Better serving vulnerable and underserved populations."

Responses coded under **Management & Admin** include:

"Access to education and training resources (Canadian based), management training, strategic planning, succession planning, fund-raising challenges."

"For myself, being the only employee with no prior experience in library management, basic information on how to run a library."

"Management and administration training and standards particularly in small libraries where administrative standards are not well understood by local government and organizations."

"Conflict resolution (HR) between staff."

Responses coded under **Funding** include:

"Learning advocacy, especially to large organizations & funding bodies. Some librarians seem to rely entirely on their Board and others seem to think that being the loudest person in the room is the most effective way to advocate for funding."

"I think funding is a huge issue for libraries, so maybe some learning about grants and various funding sources that we may not be aware of."

"I believe the key issue facing libraries today is how to survive and stay relevant when inflation is much higher than the grant increases. It does not matter how much training is offered if we do not have the money in the budget to cover costs associated with training and developing new practices."

Responses coded under **Education & Training** include:

"The librarian can feel more competent in their roles. I have no library training and feel I would do a better job if I even had the basic training."

"Many different issues can be addressed by professional learning, knowledge is power."

"Continuing education is a key part of doing our jobs well."

“Manitoba's largest library institutions could be playing a more active role in developing training beyond their institution and adding value to the community at large.”

Responses coded under **Info Technology** include:

“Pivoting to ensure that libraries stay relevant in an increasingly digital environment.”

“How to incorporate AI into services offered in libraries. Continuing developments in RDA and linking to metadata. Also related to RDA - how to motivate LMS companies to be keeping up with the implementation of RDA and integrating metadata content.”

“Keeping up with issues in tech that aren't a direct part of our employer's environment but affect our work (AI, cybersecurity, accessibility, the degradation of web searching, etc.”

“Technology, technology changes, changing library landscape, AI.”

Responses coded under **Intellectual Freedom** include:

“I think the push back against diverse books/voices in the library.”

“Responding to book banning and censorship attempts.”

“Book bans, and social needs of patrons have both come to the forefront in recent years, it would be excellent to have more training regarding responses and solutions to these issues.”

Responses coded under **Safety** include:

“Making my space safe for all my students.”

See Appendix D for complete coding summary.

Ways of engaging in professional development

Respondents were asked which of the following would appeal as a way of engaging in professional learning:

- Traditional conference (Online)
- Traditional conference (In person)
- Workshops before/during/after conference
- Online classes offered through professional associations
- In-person classes offered in-house (e.g. Human Resource workshops, IT workshops, Equity and Inclusion, etc...)
- Online academic coursework for credit (e.g. university or college courses, etc...)
- In-person classes offered through professional associations
- Informal professional learning community organized by the library (e.g., communities of practice, brown bags, journal clubs, etc...)
- In-person academic coursework for credit (e.g. university or college courses, etc...)
- Online classes offered in-house
- Other

Of these options, **online classes offered through professional associations**, **traditional conference (In person)**, and **workshops before/during/after conference** were the most appealing ways of engaging in professional learning.



Long answer responses for those who selected **Other** include:

"Regional workshops, policy forums, online community."

"More in-house workshops/ training sessions that are similar to other libraries we're compared to or are in our region. Having a rural library attend a workshop with a Winnipeg library is not realistic."

"Offerings outside of Winnipeg. Webinars. Listserves. Resource sharing. My participation in in-person training of any kind would depend on the travel involved and the amount of days involved (ex: conference)."

"Community partnership projects focused on skill / experience development while targeting community needs."

"Access to shared professional development resources."

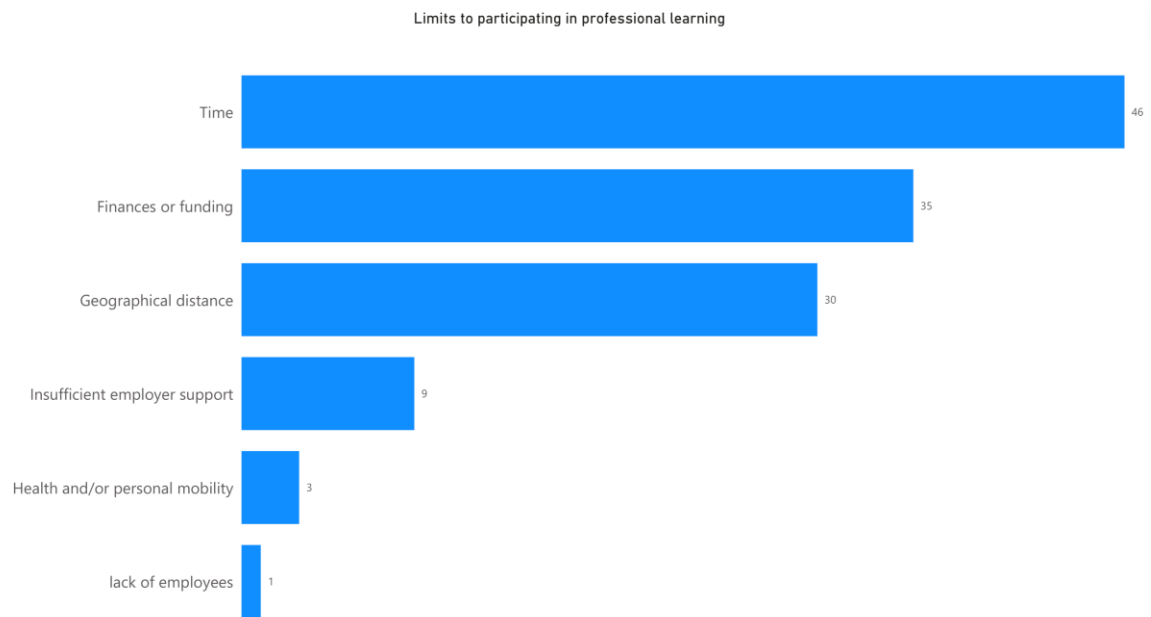
"Anything online, I'm three hours from Winnipeg and have zero budget for PD. I would love to take on line university courses but they are expensive and would not increase my wage at all."

"In-person networking events to build relationships between libraries, staff, the association, and other library-associated groups."

"One-off workshops (not associated with a conference). Also, webinars - especially recorded ones that can be seen at the participants' convenience. MLA could encourage library institutions to develop and deliver training."

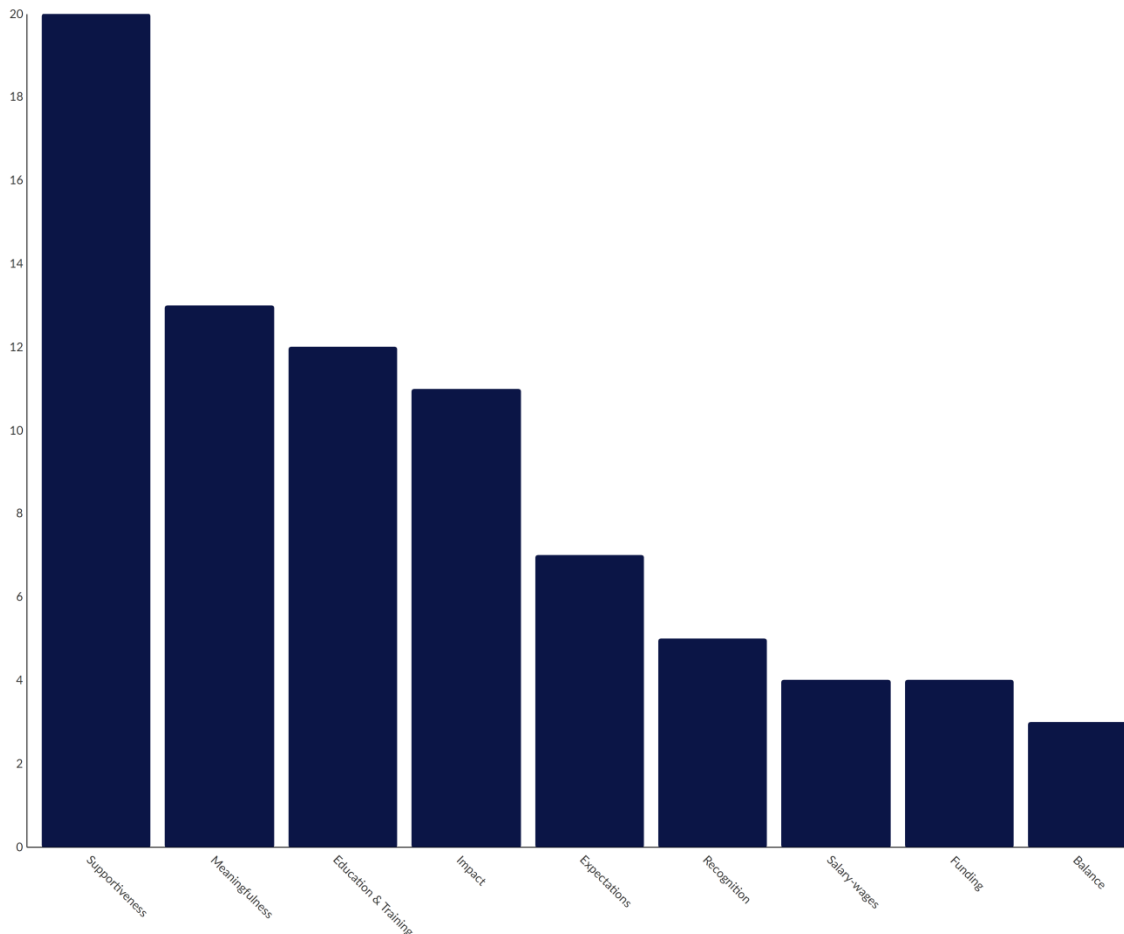
"Some sort of web portal all MB library workers can access to find information on issues."

The **main limitations** to engaging in professional learning included **Time, Finances/Funding**, and **Geographical Distance**:



Fulfilment in work

Respondents were asked *what they need in order to feel fulfilled in their work*. Fulfilment was most dependent on a sense of **Supportiveness** (i.e., from co-workers, management, the community, or from political bodies), **Meaningfulness** (i.e., a connection between one's personal values and their work), **Education & Training** (i.e., opportunities for learning new skills in order to feel competent in one's role), and having an **Impact** (i.e., positively impacting the lives of patrons and the community-at-large):



Examples of **Supportiveness** included:

“Support system and more communication with other peers to see & hear what they're dealing with.”

“I am currently feeling very fulfilled in my work. I have support from my admin, collaborative and friendly relationships with colleagues, and (most days) I feel like I am making a positive difference in the lives of my students.”

"I need to feel like my community believes that the work I do is important. Generally people will say that libraries are important but there is such a limited understanding in small communities about the really important function we serve in providing accessible space and access to information and resources. My sense of this is constantly undermined by the expectation that I work for low wages "no one who becomes a librarian expects to be paid well", learn new technologies, create programming "why don't you just start some more programs for teens?", and implement accessibility and Social Justice frameworks without community support (often with significant community resistance) "if we are going to have an Indigenous land acknowledgement we should also have a memorial to our local pioneers". (The previous are direct quotes from members of my local organizations.) My administration and coworkers are supportive but our board, community governments, and smaller organizations who provide our funding and approve budgets still see libraries as nothing more than rooms full of books, they really don't understand that this kind of community work takes time, money, and a high level of skill to implement or that this work is crucially important for the well-being of our communities."

"Respectful municipal support."

"Healthy connection with peers professionals who are open to sharing experiences and best practices."

"Support of employer and colleagues"

"Community and board support. Good relationship with staff."

Examples of **Meaningfulness** included:

"I need to be able to share my passion and commitment for what I do."

"I need the flexibility and control within my position to be able to make positive changes and be allowed to think critically about what we do each day and offer input on why we change/don't change those things."

"To feel that I am making a difference to both patrons and staff."

Examples of **Education & Training** included:

"I am very fulfilled by my work, but professional learning will contribute to increased fulfilment and support the future of rural public libraries."

"Training around social issues facing libraries."

“Supports and learning opportunities to fill gaps in my knowledge and skills.”

“I had no training whatsoever before taking on this position. Basic information on how to organize a library's collection would go a long way for starters...”

Examples of **Impact** included:

“My fulfillment comes entirely from those little moments: a kid seeing the library for the first time, a patron learning a new skill, being able to connect someone with the information they've been struggling to find.”

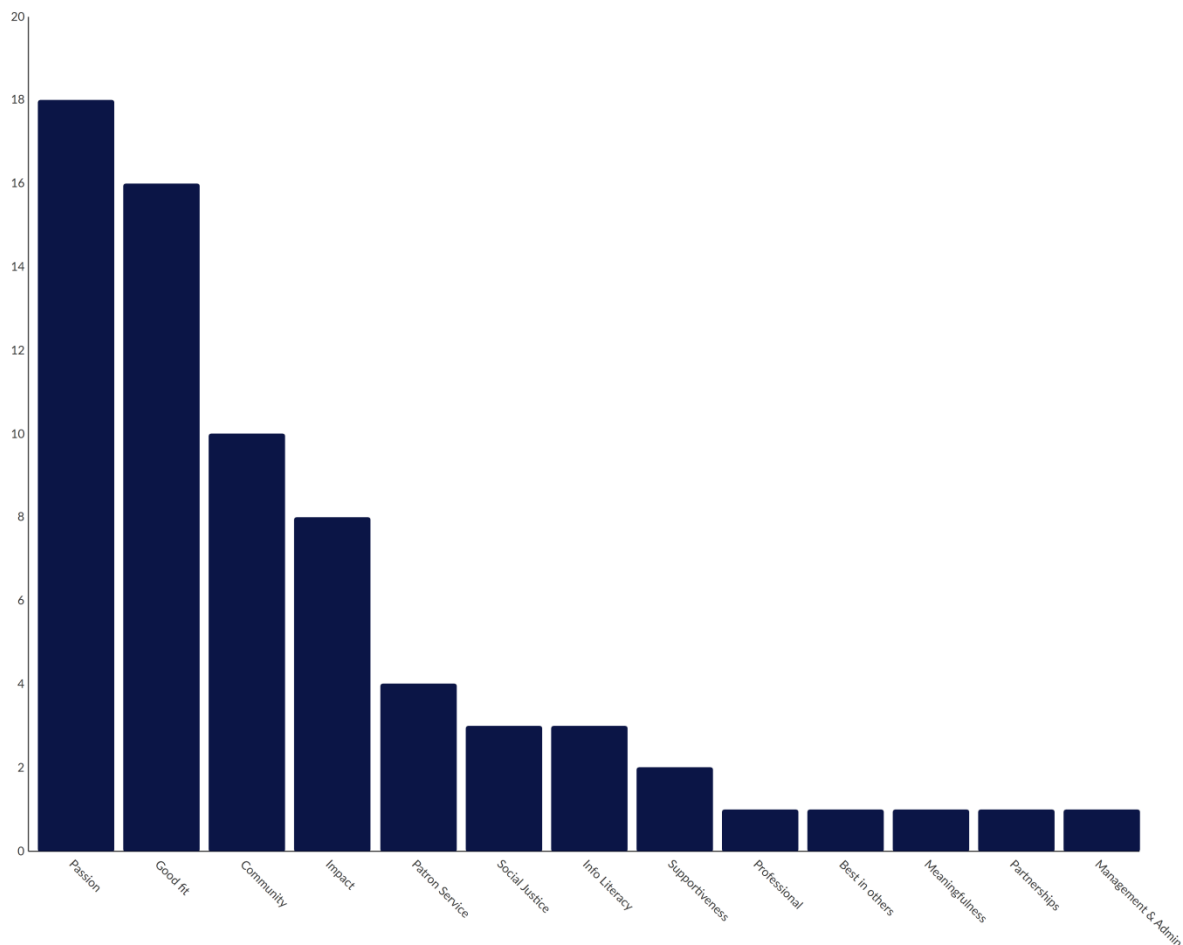
“I want to feel that I am helping our patrons find what they are looking for, and making our library a place people can come and feel comfortable and welcomed. I enjoy when children who visit the library look forward to story time or just browsing at the books with their parents.”

“To know what I'm doing is making a positive impact. To share what I know and what I've learned in order to help others be the best they can be.”

See Appendix E for complete coding summary.

Motivations behind choosing a career in librarianship

Respondents were asked *what motivated them to seek a career in libraries or library-related fields*. Motivation stemmed primarily from **Passion** (i.e., a deep personal connection to one or more aspect of librarianship), **Good Fit** (i.e., between one's personal attributes/life circumstances and opportunities in the field of librarianship), **Community** (i.e., the desire to be part of and cultivate a sense of community) and the closely related motivation of making an **Impact** (i.e., positively impacting the lives of patrons and the community-at-large):



Examples of **Passion** included:

"I love libraries."

"Love of books and learning."

"Love of learning; believe in the value of being informed."

"I have always loved libraries, and I think they are the greatest social equalizer of all time!"

"I've always loved the public library community. It is a safe space for people of all ages and abilities."

"I love community and reading."

Examples of **Good Fit** include:

"I had an English/Philosophy degree and just seemed like good fit."

"Past work in hospitality produced a complementary skill set to the profession of Library Services. (Tourist "reference", Room inventory management vs Resource management.)"

"My background is in English lit and customer service and it was a great way to mesh the two."

"I worked student jobs in libraries and liked the day-to-day variation, the balance of highly-social and quiet independent work, helping people solve problems in a really immediate way, leaning how information is organized, and the stability of public sector work."

"Required skills have lots of overlap for an academic-minded generalist. Desire to promote access to resources / be a helper / sleuth / continuous learning, etc."

"Felt it was a good fit for me personally (skills, personality, etc.)"

Examples of **Community** include:

"Personal commitment to literacy and being a community space."

"Be more involved in the community, love books."

"I love community and reading."

"Rural regional cooperation - I strongly believe this is how many rural communities will remain sustainable (all sectors). I accepted a leadership role in a large regional library system that was designed to deliver library service, and all its benefits, in a time when our region was far more isolated in many ways (1970s)."

Examples of **Impact** include:

"Make a positive contribution to the health of the communities I live in."

"It started as loving to read and wanting to help connect people with reading, but has morphed into wanting public libraries to be the best they can and supporting their role as integral parts of their communities."

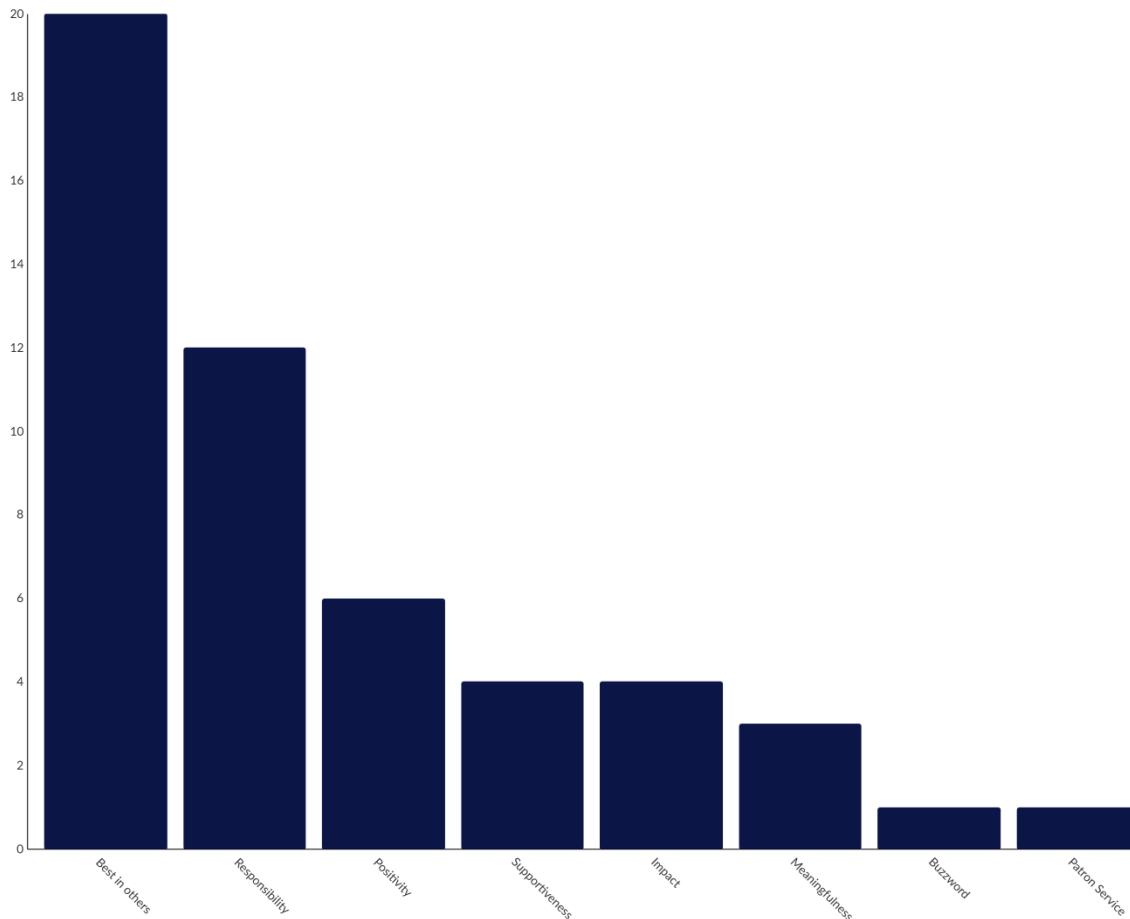
"Contributing to individual/community/organization success."

"I was looking for part-time employment in our community. I enjoy being employed in a position where I feel I can make a difference in our small community."

See Appendix F for complete coding summary.

Leading from any position

Respondents were asked *what leading from any position meant to them*. Bringing out the **Best in Others**, taking **Responsibility** and creating a positive work environment or **Positivity** were the leading responses:



Examples of **Best in Others** include:

“Being a team player and connecting with coworkers to find ways to motivate each other.”

“It means that no matter your place in the organizational hierarchy you can be a leader - and that leading is not about 'bossing' people' around. It's about being an inspiration, spreading joy, helping where you are needed, and showing up for your colleagues and for library users. It's about going above and beyond the specifications listed in your position description, and providing the best service and support to all the people in your building.”

“Continually striving personally and professionally to improve for yourself and others and building an environment where others are encouraged and supported to do the same.”

“Drawing on each team member’s strengths and letting them shine.”

“Doing your best, at whatever level you work at, and demonstrating the attitude you want to see.”

Examples of **Responsibility** include:

“Taking control of the situation, no matter what your employment position.”

“Anyone in any role can demonstrate leadership in their job by excelling in it, and helping others understand it. Owning the tasks that are yours demonstrates to everyone how to take the lead.”

“This means taking initiative on whatever level you can. It means doing your best and leading by example. It also means thinking about what your job is and regularly thinking about how to improve performance and delivery of your responsibilities.”

“Lead by example; developing and applying knowledge, skills and abilities; identifying gaps and taking initiative to eliminate/close or reduce significant gaps.”

Examples of **Positivity** include:

“How I can create a positive environment in our library every day and how I can best meet our members’ needs.”

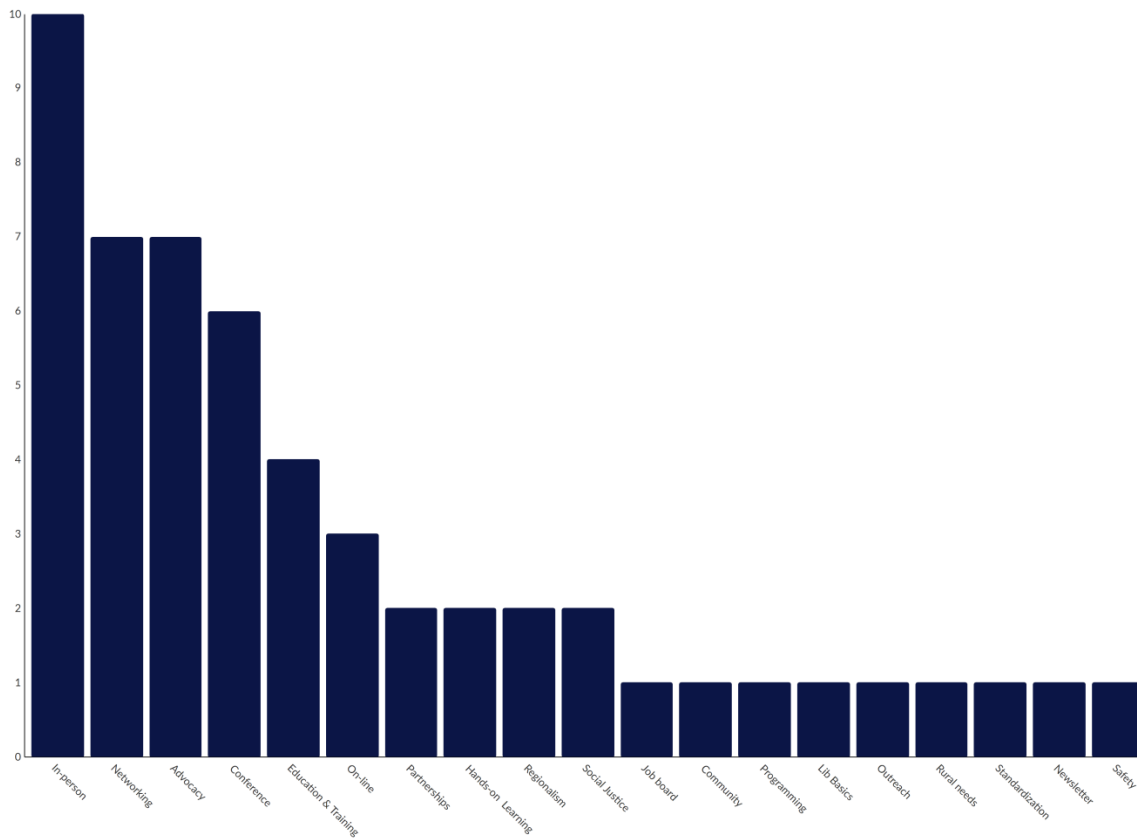
“Anyone can be a manager but a leader should be a motivator. A library page, clerk or administrator with fresh innovative ideas can lead from their position and turn the workplace in an entirely new & positive direction.”

“No matter what your assigned role in an organization is, you still have the opportunity to build into the organization in a positive way. Anyone can bring positive value.”

See Appendix G for complete coding summary.

MLA's role in supporting professional learning

Respondents were asked *how the MLA could support their professional learning needs and interests*. The most common suggestions included coordinating **In-person** events, creating **Networking** opportunities, **Advocacy**, and **Conference** planning.



Examples of responses referencing **In-person** include:

"More in- person workshops/training."

"I think you guys do a great job. My staff and I really enjoy the in person information sharing meetings."

"Creating opportunities for networking and collaboration through annual or biannual in person events."

"Provide training opportunities - bring back in-person conferences for networking and training. Hold the conference in places other than Winnipeg sometimes."

"Increased availability of training opportunities, and the return of the in-person conference."

“More pd opportunities, regional focus for in-person, more social events for networking and fun.”

Examples of responses referencing **Networking** include:

“Any chance offered to network with fellow librarians is helpful!”

“They can provide training and networking opportunities for librarians to share knowledge and resources to bring back to their communities.”

“Provide more professional development opportunities and connections to other libraries and library professionals both inside Manitoba and across the country.”

Examples of responses referencing **Advocacy** include:

“Advocate with Governments on behalf of Libraries.”

“I appreciate the MLA moving out front to promote libraries and the standards we all should uphold, especially during the past couple of years. Seeing their interest in partnering with rural libraries for training workshops is encouraging as everyone is in need of knowledge and sharing.”

“The MLA can work to change the way the public thinks about libraries, they can provide information, frameworks, and examples of best practices for local governments to move them towards an understanding of libraries as an essential community resource. They can support librarians in their ability to ask for fair wages.”

Examples of responses referencing **Conference** include:

“Provide training opportunities - bring back in-person conferences for networking and training. Hold the conference in places other than Winnipeg sometimes.”

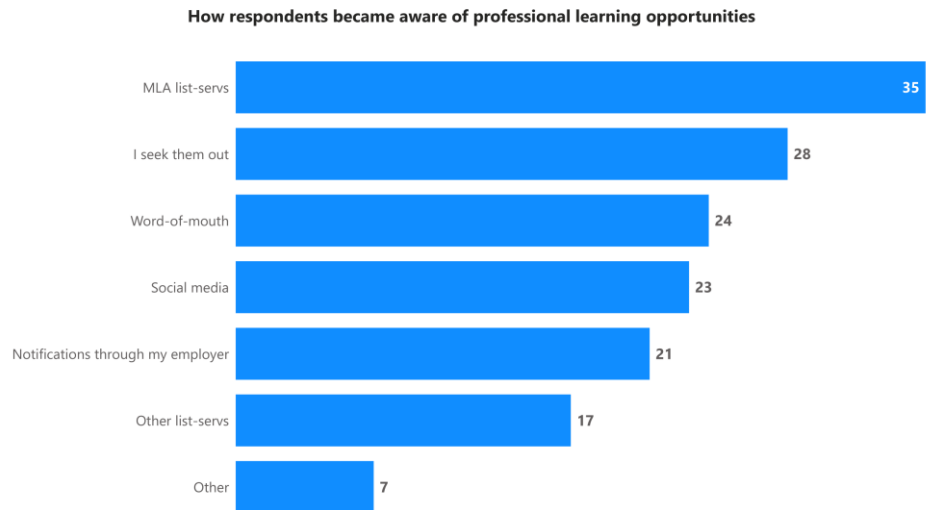
“It would be great if Manitoba could return to an annual provincial conference, supplemented by remote and in-person events that support professional development and build connections between library workers.”

“Organize or offer an annual conference (even if it is a joint/shared conference every second year); offer monthly PD sessions; identify and promote Partnership EI sessions which should be of interest to MB library workers.”

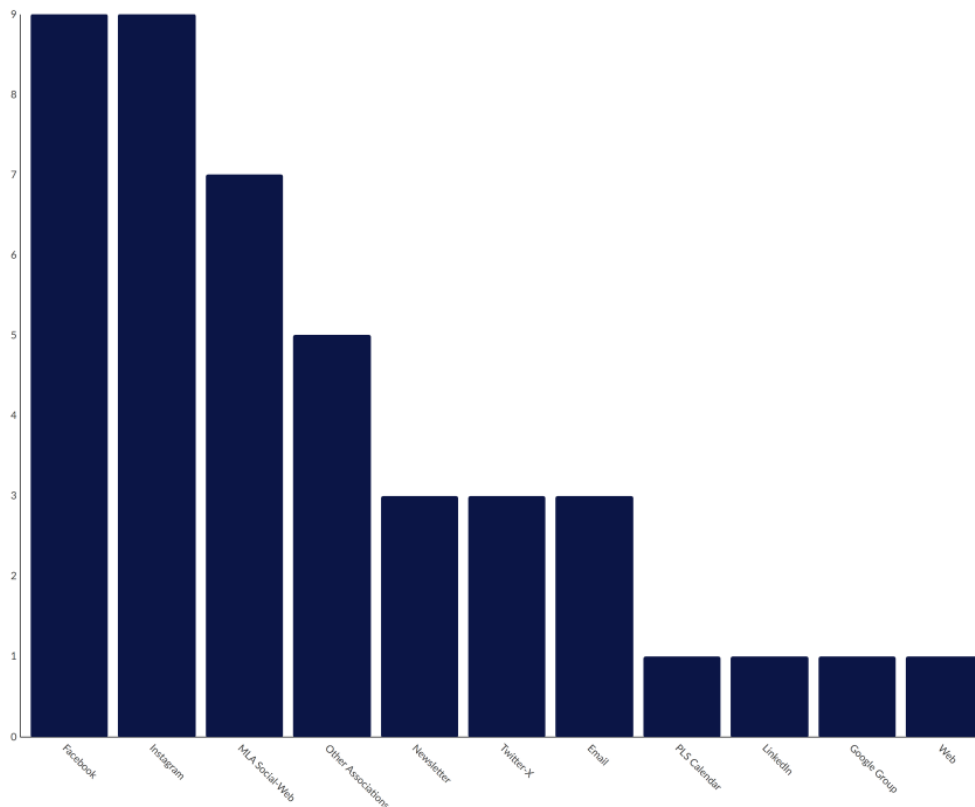
See Appendix H for complete coding summary.

Awareness of professional learning opportunities

Respondents were asked *how they became aware of professional learning opportunities*. The majority became aware of the opportunities by way of the **MLA list-serv**, followed by **seeking them out independently** and **Word-of-mouth**.

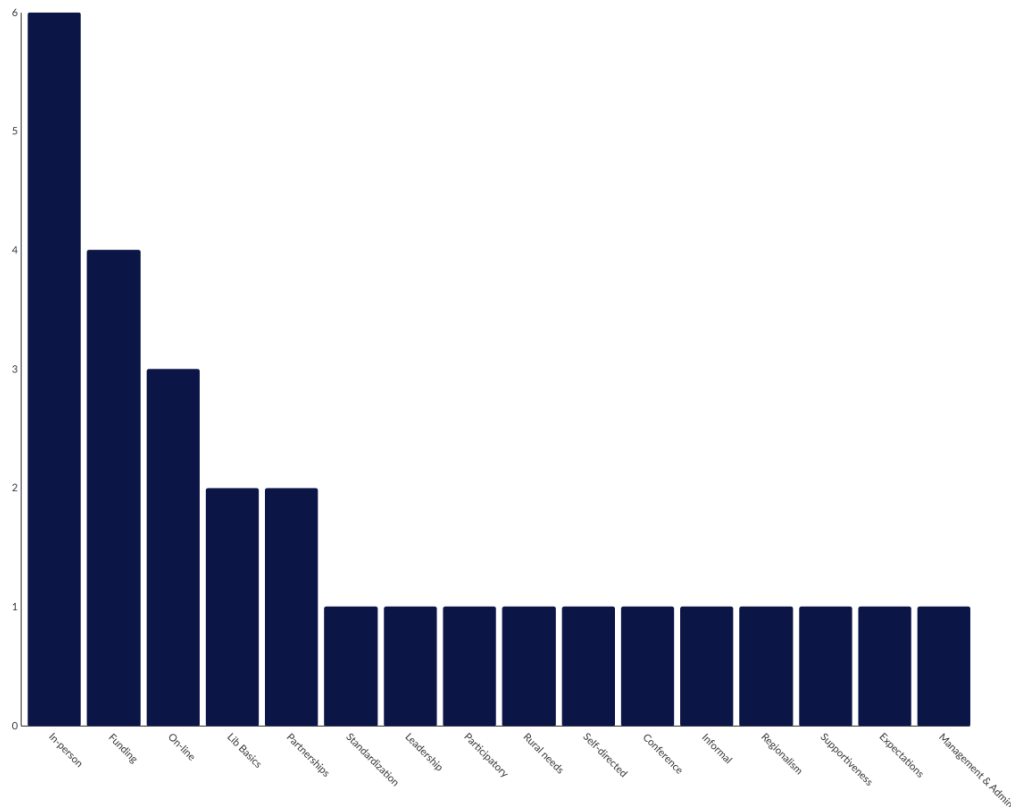


Other/more specific ways in which respondents became aware of professional learning opportunities included:



Additional insights

Finally, respondents were asked to provide any additional insights that they may have regarding professional learning in Manitoba libraries. Supporting **In-person** events, **Funding** and **On-line training** were the main insights to surface from this question.



Examples of **In-person** included:

"In-person annual conferences and regional workshops provide critical opportunities for libraries across MB to connect to each other. MLA should encourage large library institutions (WPL, U of M, U of W, RRC, etc.) to maximize the learning opportunities for smaller library organizations."

"The large and in-person MLA conference is a much anticipated event. The past virtual conferences were informative but I have staff who have only heard about the in-person conference and look forward to it returning."

"We're all busy and yet we still need to find time to keep learning. It's more work for coordinators but it would be good to offer learning opportunities both in person and online (self-directed or not) since we are all motivated by different situations. I like the in-person because you get to know what other locations are struggling with,

share your struggles and possibly find solutions to side issues not necessarily related to the learning event.”

“Public libraries in Manitoba need flexible and cheap or free options to receive the training they need, but would also benefit from in-person events to encourage networking.”

Examples of **Funding** included:

“PD becomes hard to prioritize in the context of austerity budgeting and the resulting low staffing levels. But it's still important. We need to fight for the right, and time, and resources to engage with PD opportunities regardless of the time it takes away from our regular "work.”

“It is extremely important for library staff to keep up to date and informed about new trends and standards in libraries. Shrinking PD funding makes the MLA opportunities valuable. Virtual is wonderful, but the connections and side conversations with in person sessions are missed.”

Examples of **On-line** included:

“I personally prefer non formal, on-line training. Either in a group setting or individual learning.”

“We're all busy and yet we still need to find time to keep learning. It's more work for coordinators but it would be good to offer learning opportunities both in person and online (self-directed or not) since we are all motivated by different situations.”

“The primary challenge seems to be capacity in volunteer-based organizations, but in recent years we have seen innovative ways to deliver programming of value (e.g. mix of online and in-person, booking in-person meetings at a mix of locations inside and outside of Winnipeg).”

See Appendix I for complete coding summary.

Public Library Services Branch

The Public Library Service Branch asked their consultant team to develop a unit perspective on key sections of the questionnaire, which are summarized below.

Core Competencies

The PLS perspective ranked the core competencies of librarianship according to three sizes of library systems: small (300-3000), mid (3001-10,000), and large (10,000+):

Perspective:	Small systems (300-3000)			Mid systems (3001-10k)			Larger systems (10k+)		
Competency	Importance	Ranking	Confidence	Importance	Ranking	Confidence	Importance	Ranking	Confidence
Gateway Knowledge	8	7	2	8	8	3	9	8	3
Information Resources	8	5	1	8	5	3	8	5	3
Lifelong Learning & Continuing Education	8	8	2	8	7	2	8	7	3
Management & Administration	9	9	2	9	9	3	9	9	4
Organization of recorded knowledge and	5	3	1	5	2	2	6	4	3
Reference and user services	6	4	3	7	4	3	7	3	3
Research and evidence-based practice	1	1	1	1	1	1	3	1	2
Social justice	5	2	3	6	3	3	7	2	3
Technological knowledge and skills	8	6	2	8	6	2	8	6	3

1. **Gateway Knowledge:** Consistently important and stable ranking across all systems.
2. **Information Resources:** Maintained the same importance and ranking with confidence lacking in small systems.
3. **Lifelong Learning & Continuing Education:** High importance and stable ranking across library systems.
4. **Management & Administration:** The highest importance and ranking across all systems with confidence peaking in larger systems.
5. **Organization of Recorded Knowledge and Information:** Lower importance and ranking, with confidence slightly increasing for larger systems.
6. **Reference and User Services:** Moderate importance with stable rankings across systems.
7. **Research and Evidence-Based Practice:** Low importance, ranking, and confidence across all systems, with a slight increase in larger systems
8. **Social Justice:** Moderate importance, increasing as system size increases.
9. **Technological Knowledge and Skills:** High importance and stable ranking across all systems.

Overall, *Management and Administration* was the most important and highly ranked competency across all systems according to this perspective, while *Research and Evidence-Based Practice* ranked the lowest.

Comparison of findings

High importance of Management and Administration: Both the main study and the PLS perspective align with respect to *Management and Administration* being a critical competency. The MLA study identifies this as one of the highest needed competencies, while the PLS perspective consistently ranks it as highly important across all system sizes.

The importance of Social Justice: Both the main study and the PLS perspective acknowledge *Social Justice* as a necessary competency, though with varying emphasis. The main study notes it as moderately needed but with low confidence, while the PLS perspective recognizes it as having moderate importance, increasing with system size.

Pressing issues

“Many of the issues faced by public libraries in Manitoba can be assisted by professional learning. Many public libraries need additional support in basic training (HR, policy, budgeting, technology, programming, collection development/ management) as well as areas on increasing their capacity to understand their roles and community (community needs assessments, strategic planning, writing an effective annual report, advocacy).”

Limitations

Small sample size

With only 51 respondents from Manitoba's library community, the sample size is relatively small. This limits the generalizability of the findings across the entire library workforce in the province, as it may not represent the broader experiences and needs of the community.

Use of a single analyst to review data

The study's qualitative data was coded using NVivo by a single analyst, which could introduce bias. Multiple analysts typically help to ensure that data coding and interpretation are more robust and reduce the potential for individual bias or oversight.

Lack of longitudinal data

The study provides a snapshot of the professional development needs at a single point in time (May 2024). Without longitudinal data, it's difficult to assess how these needs and challenges may have evolved or fluctuated over time.

Self-selection bias

The respondents voluntarily participated in the questionnaire, leading to self-selection bias. Those who chose to respond may be more engaged or motivated in professional development, which might skew the results and not reflect the views of the broader library community, including those less engaged.

Geographical representation

Responses came from individuals spread across a large geographic area, yet there may be disparities between urban and rural libraries that are not fully captured, particularly in terms of access to resources and professional development opportunities.

Limited perspectives on certain issues

Although key issues like social justice, funding, and management were addressed, other challenges that libraries may face, such as changing user demographics or evolving technologies, may not have been fully explored due to the constraints of the questionnaire.

These limitations suggest the need for a larger, more comprehensive study with multiple analysts and a broader participant base to validate and extend the findings.

Conclusions

Core competencies and confidence gaps

Technological knowledge and management skills are seen as the most critical competencies for delivering effective library services. However, areas like social justice, while highly ranked in importance, show significant gaps in confidence, indicating a need for more focused professional development.

Key issues facing Manitoba libraries

The most pressing issues include *Social Justice*, particularly in areas like Equity, Diversity, and Inclusion (EDI), Truth & Reconciliation, and serving vulnerable populations. *Management and Administration* can also present challenges, particularly in smaller libraries, where there may be less familiarity with certain standards and resources

Libraries face financial challenges, with respondents expressing the need for training in advocacy and securing funding, alongside concerns about inflation and austerity impacting their operations.

Professional development preferences

Online classes offered by professional associations, traditional in-person conferences, and workshops were the most preferred formats for professional learning. However, geographical distance and limited budgets were cited as barriers to participation.

Motivations and fulfillment

Librarians are motivated by passion for libraries, community, and a desire to make an impact. Fulfillment in work is linked to supportiveness from colleagues, meaningful engagement with the community, ongoing education, and having a positive impact on the lives of patrons.

MLA's role in professional learning

The Manitoba Library Association (MLA) can play a key role by organizing more in-person training, networking events, and advocating for the profession. Respondents also expressed a desire for the return of in-person conferences to facilitate professional development and peer connection.

These findings underscore the importance of targeted professional development in areas where confidence is lacking, especially in *Social Justice* and *Management and Administration*. The financial and geographic challenges faced by Manitoba's library community also necessitate flexible and affordable learning opportunities, both online and in-person.

References

American Library Association. (2013). Professional development 101. Retrieved from <https://www.ala.org/nmrt/news/footnotes/may2013/professional-development-101>

American Library Association. (2023). Core competences of librarianship. Retrieved from https://www.ala.org/sites/default/files/educationcareers/content/2022%20ALA%20Core%20Competences%20of%20Librarianship_FINAL.pdf

British Columbia Library Association. (2019, April 11). Professional learning assessment project for BCLA membership. https://bclaconnect.ca/wp-content/uploads/2019/04/Professional-Learning-Assessment-Project-for-BCLA-Membership_Apr.-11-2019.pdf

Appendices

Appendix A – Questionnaire

Background

1. 1. Which of the following best describes how you identify yourself within Manitoba's library community? *

Mark only one oval.

- ☐ Librarian
- ☐ Library Technician
- ☐ Library Assistant
- ☐ Archivist
- ☐ Professional employee
- ☐ Student, Library, Archival and Info. Studies
- ☐ Teacher (non-certified) or Educator
- ☐ Volunteer, Docent, or Friend of Library
- ☐ Student, Library Technician
- ☐ Teacher (MB certified)
- ☐ Teacher or School Librarian
- ☐ Policy Analyst
- ☐ Library board member or trustee
- ☐ Museum professional
- ☐ Director
- ☐ Chief Librarian
- ☐ Prefer not to answer

2. 2. Are you currently a Manitoba Library Association Member? *

Mark only one oval.

- ☐ Yes
- ☐ No

3. 3. What type of library or related organization do you currently work in?

Mark only one oval.

- ☐ Public
- ☐ Academic
- ☐ Special
- ☐ Government
- ☐ School (K-12)
- ☐ Not currently employed
- ☐ Other

4. 4. How long have you worked in libraries? *

Mark only one oval.

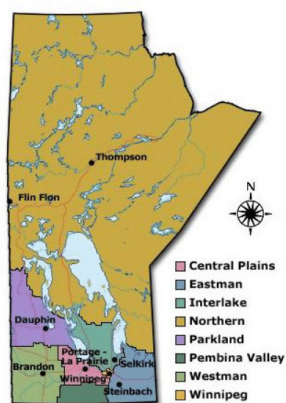
- ☐ 0-5 years
☐ 6-10 years
☐ 11-15 years
☐ 16-20 years
☐ More than 20 years

5. 5. What is your current employment status? *

Mark only one oval.

- ☐ Full-time
☐ Full time in more than one library
☐ Part-time
☐ Part time in more than one library
☐ Currently not employed

6. 6. In what region are you currently employed? *



Mark only one oval.

- ☐ Central Plains
☐ Eastman
☐ Interlake
☐ Northern
☐ Parkland
☐ Pembina Valley
☐ Westman
☐ Winnipeg

Core Competencies

7. 7. Please rank in order of importance the following competencies that you need in order to feel confident in delivering effective library services in your current role (**1 being the least important** and **9 being the most important**). Click [here](#) for definitions. *

Mark only one oval per row.

	1	2	3	4	5	6	7	8	9
Gateway Knowledge	☐	☐	☐	☐	☐	☐	☐	☐	☐
Information resources	☐	☐	☐	☐	☐	☐	☐	☐	☐
Lifelong Learning and Continuing Education	☐	☐	☐	☐	☐	☐	☐	☐	☐
Management and Administration	☐	☐	☐	☐	☐	☐	☐	☐	☐
Organization of Recorded Knowledge and Information	☐	☐	☐	☐	☐	☐	☐	☐	☐
Reference and User Services	☐	☐	☐	☐	☐	☐	☐	☐	☐
Research and Evidence-Based Practice	☐	☐	☐	☐	☐	☐	☐	☐	☐
Social Justice	☐	☐	☐	☐	☐	☐	☐	☐	☐
Technological Knowledge and Skills	☐	☐	☐	☐	☐	☐	☐	☐	☐

8. 8. Please indicate your confidence level for each of the competencies (1 being "Not confident" and 5 being "Very confident.") *

Mark only one oval per row.

	1	2	3	4	5
Gateway Knowledge	☐	☐	☐	☐	☐
Information Resources	☐	☐	☐	☐	☐
Lifelong Learning and Continuing Education	☐	☐	☐	☐	☐
Management and Administration	☐	☐	☐	☐	☐
Organization of Recorded Knowledge and Information	☐	☐	☐	☐	☐
Reference and User Services	☐	☐	☐	☐	☐
Research and Evidence-Based Practice	☐	☐	☐	☐	☐
Social Justice	☐	☐	☐	☐	☐
Technological Knowledge and Skills	☐	☐	☐	☐	☐

General Professional Development

9. 9. What key important issues facing Manitoba libraries today can be addressed by professional learning? *

10. 10. Which of the following would appeal to you as a way to engage in professional learning? *

Mark only one oval per row.

	Yes	No
Traditional conference (Online)	☐	☐
Traditional conference (In person)	☐	☐
Workshops before/during/after conference	☐	☐
Online classes offered through professional associations	☐	☐
In-person classes offered in-house (e.g. Human Resource workshops, IT workshops, Equity and Inclusion, etc...)	☐	☐
Online academic coursework for credit (e.g. university or college courses, etc...)	☐	☐
In-person classes offered through professional associations	☐	☐
Informal professional learning community organized by the library (e.g., communities of practice, brown bags, journal clubs, etc...)	☐	☐
In-person academic coursework for credit (e.g. university or college courses, etc...)	☐	☐
Online classes offered in-house	☐	☐
Other	☐	☐

11. 11. If you answered Other in previous question, please specify/elaborate.

12. 12. Which of the following limit your participation in professional learning? (Please select all that apply) *

Check all that apply.

- ☐ Time
- ☐ Finances or funding
- ☐ Geographical distance
- ☐ Insufficient employer support
- ☐ Health and/or personal mobility
- ☐ Technology/Internet
- ☐ Other: _____

13. 13. What do you need in order to feel fulfilled in your work?

14. 14. What motivated you to seek a career in libraries or library-related fields?

15. 15. What does 'leading from any position' mean to you?

16. 16. How can the Manitoba Library Association (MLA) better serve your professional learning needs and interests?

17. 17. How do you become aware of professional learning opportunities? *

Check all that apply.

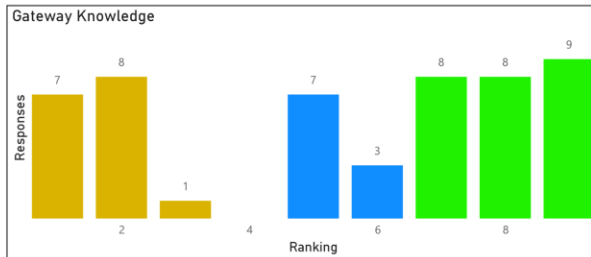
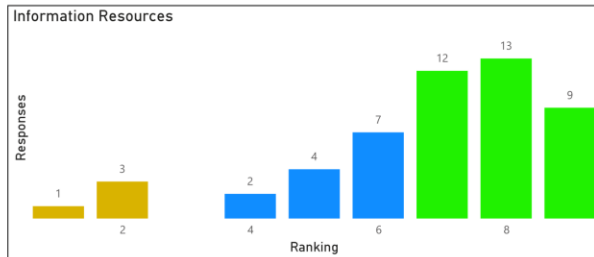
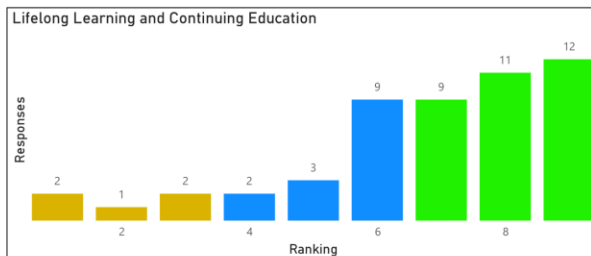
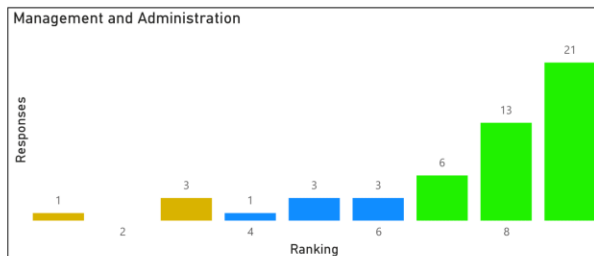
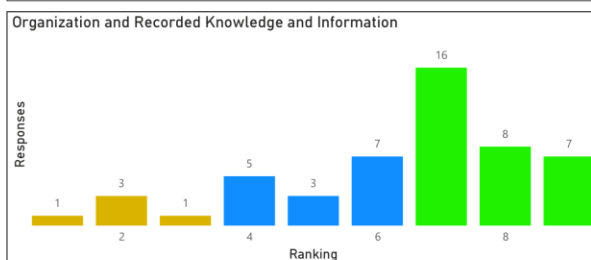
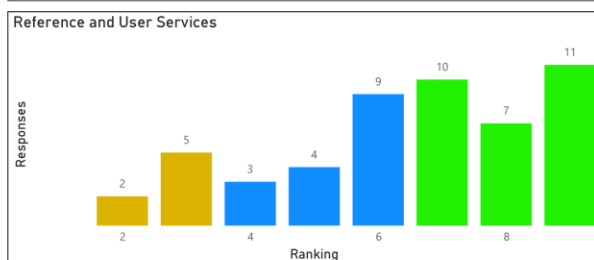
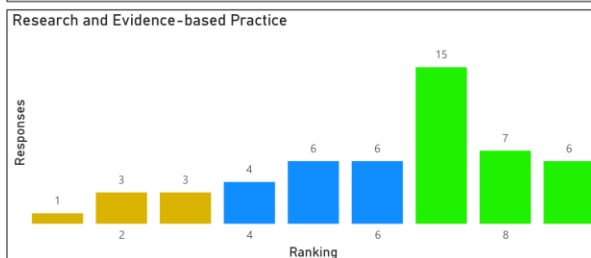
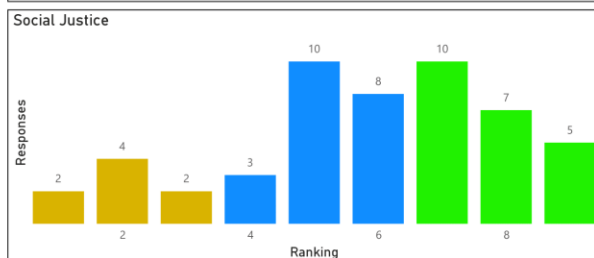
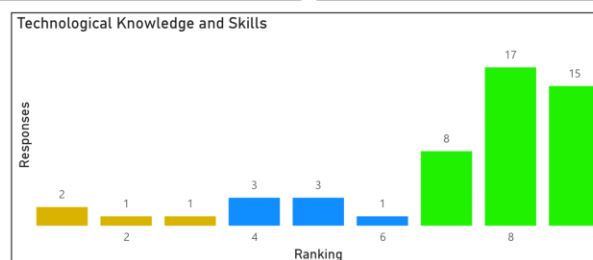
- ☐ Social media
- ☐ MLA list-servs
- ☐ Other list-servs
- ☐ Notifications through my employer
- ☐ I seek them out
- ☐ Word-of-mouth
- ☐ Other

18. 18. If you answered Social Media or Other in previous question, please specify/elaborate.

19. 19. Please provide any additional insights you may have regarding professional learning in Manitoba libraries.

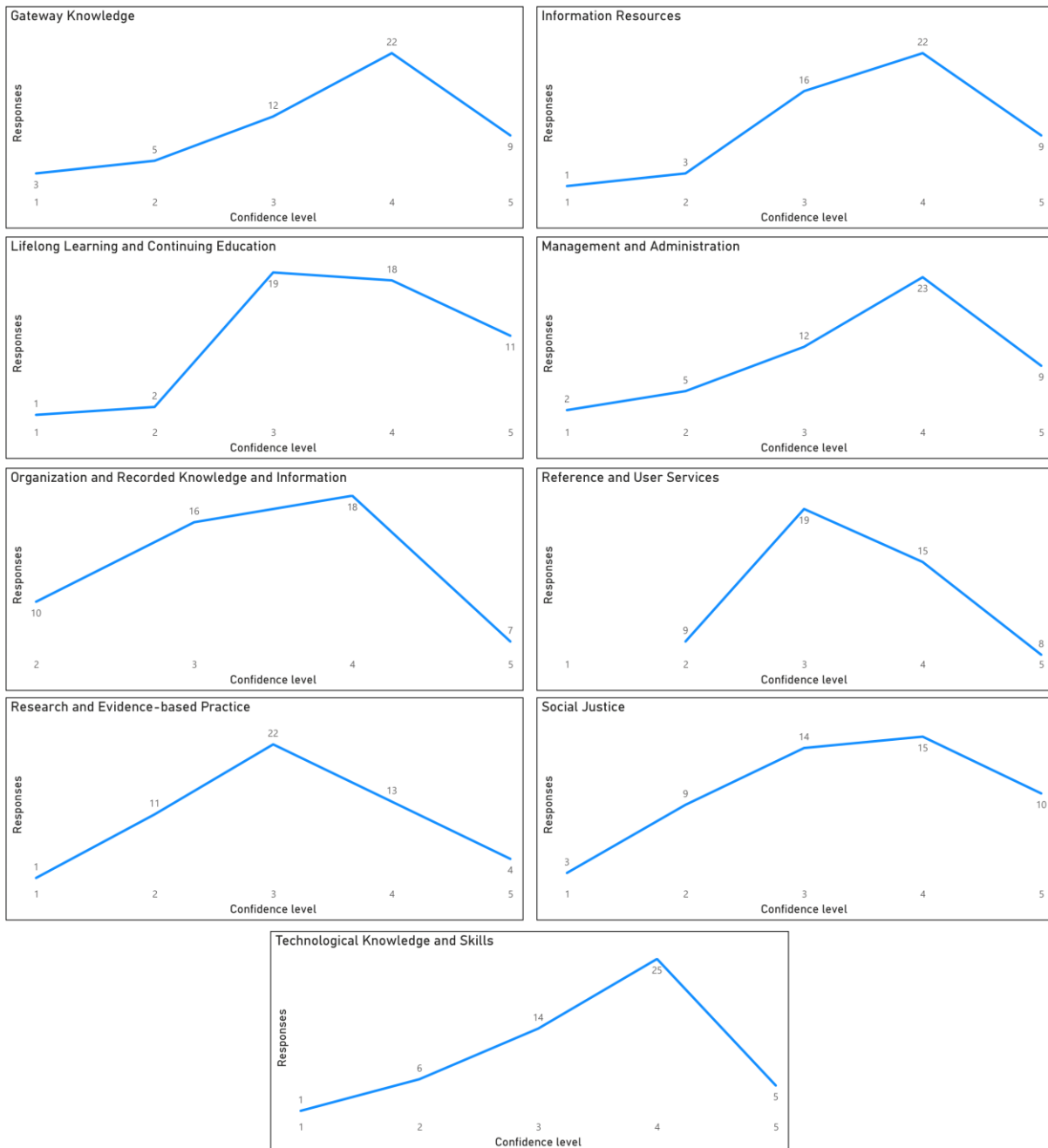
Appendix B – Core competency rankings

7. Please rank in order of importance the following competencies that you need in order to feel confident in delivering effective library services in your current role (**1 being the least important** and **9 being the most important**).



Appendix C – Confidence levels

8. Please indicate your confidence level for each of the competencies (1 being "Not confident" and 5 being "Very confident.")



Appendix D – Pressing issues coding summary

Coding Summary by File

PD Project

2024-08-25 6:10 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\Key issues for PD

Code

Codes\\Advocacy

No	0.0024	2				
			1	RD	2024-08-24 9:37 PM	
advocacy						
			2	RD	2024-08-24 9:52 PM	
advocacy						

Codes\\Collection Development

No	0.0583	3				
			1	RD	2024-08-24 9:15 PM	
Collection development policies as it relates to intellectual freedom, current trends in social needs, how to effectively present a need for increased funding with inflation						
			2	RD	2024-08-24 9:41 PM	
collection development						
			3	RD	2024-08-24 9:55 PM	
For me it's finding appropriate non fiction books that are affordable, weeding out books that no longer reflect our values, making sure my library reflects our student population,						

Codes\\Community

No	0.0335	4				
			1	RD	2024-08-24 8:30 PM	
Building on our ability to be a community hub						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	RD	2024-08-24 9:06 PM
working with stakeholders in the community						
				3	RD	2024-08-24 9:34 PM
How to support newcomer communities.						
				4	RD	2024-08-24 9:56 PM
mental health, homelessness, security, inclusiveness, how to meet the needs of the community						
Codes\\Education & Training						
	No	0.1609	10			
				1	RD	2024-08-24 11:21 PM
The librarian can feel more competent in their roles. I have no library training and feel I would do a better job if I even had the basic training.						
				2	RD	2024-08-24 9:12 PM
Access to education and training resources (Canadian based), management training, strategic planning, succession planning, fund-raising challenges						
				3	RD	2024-08-24 9:16 PM
Many different issues can be addressed by professional learning, knowledge is power						
				4	RD	2024-08-24 9:49 PM
and resources that support their learning outside university (or in general). Building learning theory into reference and outreach services.						
				5	RD	2024-08-24 9:50 PM
Continuing education is a key part of doing our jobs well.						
				6	RD	2024-08-24 9:59 PM
Lack of basic training provided to public libraries by their boards, as well as library board training.						
				7	RD	2024-08-24 10:09 PM
Public libraries in Manitoba need more support from their library boards in training (as well as board trainings)						
				8	RD	2024-08-24 11:19 PM
Micro-badging opportunities?						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				9	RD	2024-08-24 10:26 PM
information about available resources,						
				10	RD	2024-08-24 10:42 PM
Manitoba's largest library institutions could be playing a more active role in developing training beyond their institution and adding value to the community at large.						
Codes\\Funding						
	No	0.2151	11			
				1	RD	2024-08-24 8:24 PM
Learning advocacy, especially to large organizations & funding bodies. Some librarians seem to rely entirely on their Board and others seem to think that being the loudest person in the room is the most effective way to advocate for funding.						
				2	RD	2024-08-24 8:25 PM
grant funding						
				3	RD	2024-08-24 8:30 PM
I think funding is a huge issue for libraries, so maybe some learning about grants and various funding sources that we may not be aware of.						
				4	RD	2024-08-24 9:07 PM
Funding Advocacy						
				5	RD	2024-08-24 9:12 PM
Access to education and training resources (Canadian based), management training, strategic planning, succession planning, fund-raising challenges						
				6	RD	2024-08-24 9:15 PM
identifying resources, funding, or space to house state-of-the-art facilities, including developing shared offsite storage repositories;						
				7	RD	2024-08-24 9:16 PM
Collection development policies as it relates to intellectual freedom, current trends in social needs, how to effectively present a need for increased funding with inflation						
				8	RD	2024-08-24 9:46 PM
I believe the key issue facing libraries today is how to survive and stay relevant when inflation is much higher than the grant increases. It does not matter how much training is offered if we do not have the money in the budget to cover costs associated with training and developing new practices.						
				9	RD	2024-08-24 9:52 PM
funding,						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				10	RD	2024-08-24 10:42 PM
Decision-makers do not understand the value of the services provided by libraries, libraries need the skills to adequately represent the value of their services to funding bodies and authorities.						
				11	RD	2024-08-24 10:43 PM
Fundings						
Codes\\Governance						
	No	0.1016	5			
				1	RD	2024-08-24 8:21 PM
Board Governance,						
				2	RD	2024-08-24 8:24 PM
Learning advocacy, especially to large organizations & funding bodies. Some librarians seem to rely entirely on their Board and others seem to think that being the loudest person in the room is the most effective way to advocate for funding.						
				3	RD	2024-08-24 9:59 PM
Lack of basic training provided to public libraries by their boards, as well as library board training.						
				4	RD	2024-08-24 10:09 PM
Public libraries in Manitoba need more support from their library boards in training (as well as board trainings)						
				5	RD	2024-08-24 10:11 PM
Management and administration training and standards particularly in small libraries where administrative standards are not well understood by local government and organizations						
Codes\\Info Literacy						
	No	0.0444	2			
				1	RD	2024-08-24 9:08 PM
Intellectual Freedom, and Locating Credible Sources. We have access to so much information that you can find sources to back up anything online- but finding credible resources is a challenge. Combatting all the disinformation out there is getting harder and harder.						
				2	RD	2024-08-24 9:48 PM
information literacy						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Info Technology						
	No	0.1600	9			
Library IT systems				1	RD	2024-08-24 8:21 PM
Library programs(Fill, Libby ... Advantage Plus, programs to run for the public) PLS statistics				2	RD	2024-08-24 8:25 PM
pivoting to ensure that libraries stay relevant in an increasingly digital environment				3	RD	2024-08-24 9:11 PM
technology, technology changes, changing library landscape, AI,				4	RD	2024-08-24 11:19 PM
role of 21st century libraries, technological skills How to incorporate AI into services offered in libraries. Continuing developments in RDA and linking to metadata. Also related to RDA - how to motivate LMS companies to be keeping up with the implementation of RDA and integrating metadata content.				5	RD	2024-08-24 11:19 PM
The struggle to appropriately help patron populations with widely heterogenous tech knowledge/skills,				6	RD	2024-08-24 9:47 PM
Keeping up with issues in tech that aren't a direct part of our employer's environment but affect our work (AI, cybersecurity, accessibility, the degradation of web searching, etc.				7	RD	2024-08-24 11:19 PM
Artificial Intelligence;				8	RD	2024-08-24 11:19 PM
Technology, enhancing access to internet services for Manitobans, emerging technologies such as AI, safety and security (physical and cybersecurity).				9	RD	2024-08-24 11:19 PM
Codes\\Intellectual Freedom						
	No	0.1008	7			
intellectual freedom				1	RD	2024-08-24 8:31 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	RD	2024-08-24 9:08 PM
Intellectual Freedom, and Locating Credible Sources. We have access to so much information that you can find sources to back up anything online- but finding credible resources is a challenge. Combatting all the disinformation out there is getting harder and harder.						
				3	RD	2024-08-24 9:09 PM
I think the push back against diverse books/voices in the library.						
				4	RD	2024-08-24 9:09 PM
Responding to book banning and censorship attempts.						
				5	RD	2024-08-24 9:39 PM
Intellectual freedom; censorship;						
				6	RD	2024-08-24 9:56 PM
Censorship/ book challenges						
				7	RD	2024-08-24 9:58 PM
Book bans, and social needs of patrons have both come to the forefront in recent years, it would be excellent to have more training regarding responses and solutions to these issues.						
Codes\\Management & Admin						
	Yes	0.1397	11			
				1	RD	2024-08-24 8:30 PM
job efficiency, effectiveness and productivity						
				2	RD	2024-08-24 9:07 PM
project planning, strategic planning,						
				3	RD	2024-08-24 9:09 PM
For myself, being the only employee with no prior experience in library management, basic information on how to run a library.						
				4	RD	2024-08-24 9:12 PM
Access to education and training resources (Canadian based), management training, strategic planning, succession planning, fund-raising challenges						
				5	RD	2024-08-24 9:15 PM
identifying resources, funding, or space to house state-of-the-art facilities, including developing shared offsite storage repositories;						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
staffing shortages				6	RD	2024-08-24 9:37 PM
Conflict resolution (HR) between staff.				7	RD	2024-08-24 9:38 PM
balancing collection budgets - pressure to shift resources towards ELM;				8	RD	2024-08-24 9:43 PM
Management and administration training and standards particularly in small libraries where administrative standards are not well understood by local government and organizations				9	RD	2024-08-24 10:11 PM
administrative challenges, etc. Management and administrative skills.				10	RD	2024-08-24 10:41 PM
Succession planning				11	RD	2024-08-24 10:43 PM
Codes\\Partnerships						
	No	0.0755	6			
Working with different levels of government				1	RD	2024-08-24 11:18 PM
partnerships				2	RD	2024-08-24 9:54 PM
Management and administration training and standards particularly in small libraries where administrative standards are not well understood by local government and organizations				3	RD	2024-08-24 10:11 PM
idea sharing amongst libraries for programming				4	RD	2024-08-24 10:26 PM
Manitoba's largest library institutions could be playing a more active role in developing training beyond their institution and adding value to the community at large.				5	RD	2024-08-24 10:42 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				6	RD	2024-08-24 10:43 PM
Lack of consistency across libraries						
Codes\\Patron Service						
	No	0.0839	6			
				1	RD	2024-08-24 8:25 PM
different types of patrons and how to deal with different backgrounds						
				2	RD	2024-08-24 9:14 PM
realigning public services and collections to deal with decreased foot traffic						
				3	RD	2024-08-24 9:36 PM
reaching users,						
				4	RD	2024-08-24 9:47 PM
The struggle to appropriately help patron populations with widely heterogenous tech knowledge/skills,						
				5	RD	2024-08-24 9:55 PM
For me it's finding appropriate non fiction books that are affordable, weeding out books that no longer reflect our values, making sure my library reflects our student population,						
				6	RD	2024-08-24 9:56 PM
mental health, homelessness, security, inclusiveness, how to meet the needs of the community						
Codes\\Programming						
	No	0.0121	3			
				1	RD	2024-08-24 9:07 PM
program development						
				2	RD	2024-08-24 9:52 PM
programming,						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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				3	RD	2024-08-24 10:26 PM
idea sharing amongst libraries for programming						

Codes\\Safety

	No	0.0199	7			
				1	RD	2024-08-24 8:22 PM
Safety						
				2	RD	2024-08-24 8:25 PM
De-escalation						
				3	RD	2024-08-24 9:09 PM
Safety						
				4	RD	2024-08-24 9:09 PM
Security, Harm Reduction.						
				5	RD	2024-08-24 9:38 PM
Dealing with difficult patrons,						
				6	RD	2024-08-24 9:53 PM
safety						
				7	RD	2024-08-24 9:56 PM
making my space safe for all my students.						

Codes\\Social Justice

	Yes	0.2030	23			
				1	RD	2024-08-24 11:06 PM
Reconciliation						
				2	RD	2024-08-24 11:06 PM
Accessibility						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
EDI				3	RD	2024-08-24 11:06 PM
different types of patrons and how to deal with different backgrounds				4	RD	2024-08-24 11:06 PM
accessibility				5	RD	2024-08-24 11:06 PM
Equity Diversity and Inclusion				6	RD	2024-08-24 11:06 PM
truth and reconciliation				7	RD	2024-08-24 11:06 PM
Accessibility				8	RD	2024-08-24 11:06 PM
better serving vulnerable and underserved populations;				9	RD	2024-08-24 11:06 PM
Collection development policies as it relates to intellectual freedom, current trends in social needs, how to effectively present a need for increased funding with inflation				10	RD	2024-08-24 11:06 PM
How to support newcomer communities.				11	RD	2024-08-24 11:06 PM
accessibility requirements; serving vulnerable populations;				12	RD	2024-08-24 11:06 PM
social justice				13	RD	2024-08-24 11:06 PM
Insufficient knowledge about Indigenous research concerns (appropriate names and language, knowledge protocols, bias in settler ethnography, appropriate research materials).				14	RD	2024-08-24 11:06 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				15	RD	2024-08-24 11:06 PM
Keeping up with issues in tech that aren't a direct part of our employer's environment but affect our work (AI, cybersecurity, accessibility, the degradation of web searching, etc.						
				16	RD	2024-08-24 11:06 PM
Indigenous Subject Heading Access						
				17	RD	2024-08-24 11:06 PM
Accessibility.						
				18	RD	2024-08-24 11:06 PM
mental health, homelessness, security, inclusiveness, how to meet the needs of the community						
				19	RD	2024-08-24 11:06 PM
Taking positions or not taking positions on social issues.						
				20	RD	2024-08-24 9:58 PM
Book bans, and social needs of patrons have both come to the forefront in recent years, it would be excellent to have more training regarding responses and solutions to these issues.						
				21	RD	2024-08-24 11:06 PM
OCAP?						
				22	RD	2024-08-24 10:11 PM
social justice,						
				23	RD	2024-08-24 10:26 PM
approaching complex issues,						

Appendix E – Work fulfilment coding summary

Coding Summary by File

PD Project

2024-09-08 11:16 AM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\Work fulfilment

Code

Codes\\Balance

No 0.0097 3

1 RD 2024-09-08 11:12 AM

manageable work load

2 RD 2024-09-08 10:46 AM

work-life balance, flexible schedule/vacation time,

3 RD 2024-09-08 11:05 AM

Lesser workload,

Codes\\Education & Training

No 0.2399 12

1 RD 2024-09-08 11:13 AM

knowledge creates confidence

2 RD 2024-09-08 11:13 AM

More opportunities to network with other public librarians, and more support from PLS. I heard that they used to offer a lot more training prior to myself working in libraries, and I would love to see a return to that. Even something as simple as a book repair course!

3 RD 2024-09-08 10:40 AM

I had no training whatsoever before taking on this position. Basic information on how to organize a library's collection would go a long way for starters...

4 RD 2024-09-08 10:40 AM

Professional development

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				5	RD	2024-09-08 10:45 AM
continuous learning,						
				6	RD	2024-09-08 10:48 AM
more professional development time						
				7	RD	2024-09-08 10:51 AM
I am very fulfilled by my work, but professional learning will contribute to increased fulfilment and support the future of rural public libraries						
				8	RD	2024-09-08 10:52 AM
Ability to take time for PD.						
				9	RD	2024-09-08 10:53 AM
Keep current with Library changes/trends						
				10	RD	2024-09-08 11:01 AM
Training around social issues facing libraries						
				11	RD	2024-09-08 11:02 AM
I need to feel like my community believes that the work I do is important. Generally people will say that libraries are important but there is such a limited understanding in small communities about the really important function we serve in providing accessible space and access to information and resources. My sense of this is constantly undermined by the expectation that I work for low wages "no one who becomes a librarian expects to be paid well", learn new technologies, create programming "why don't you just start some more programs for teens?", and implement accessibility and social justice frameworks without community support (often with significant community resistance) "if we are going to have an Indigenous land acknowledgement we should also have a memorial to our local pioneers". (The previous are direct quotes from members of my local organizations.) My administration and coworkers are supportive but our board, community governments, and smaller organizations who provide our funding and approve budgets still see libraries as nothing more than rooms full of books, they really don't understand that this kind of community work takes time, money, and a high level of skill to implement or that this work is crucially important for the well being of our communities.						
				12	RD	2024-09-08 11:04 AM
Supports and learning opportunities to fill gaps in my knowledge and skills.						
Codes\\Expectations						
	No	0.0534	7			
				1	RD	2024-09-08 10:31 AM
clear and effective policy/process						
				2	RD	2024-09-08 10:31 AM
Projects with defined deadlines and results						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	RD	2024-09-08 10:37 AM
accomplishing tasks/projects						
				4	RD	2024-09-08 10:42 AM
collaborative engagement with a community of practice, collaborative work towards obtainable goals / projects.						
				5	RD	2024-09-08 10:48 AM
A proper strategic plan that has attainable goals and targets. Something that can be revised and refreshed each year rather than scrambling from idea to idea.						
				6	RD	2024-09-08 10:48 AM
I need to be able to meet the goals of my organization.						
				7	RD	2024-09-08 11:00 AM
A definite job description and the time to do it.						

Codes\\Funding

	No	0.1591	4			
				1	RD	2024-09-08 10:49 AM
More funding to increase working hours so I can stay caught up to the work load						
				2	RD	2024-09-08 10:51 AM
More co-workers.						
				3	RD	2024-09-08 11:02 AM
I need to feel like my community believes that the work I do is important. Generally people will say that libraries are important but there is such a limited understanding in small communities about the really important function we serve in providing accessible space and access to information and resources. My sense of this is constantly undermined by the expectation that I work for low wages "no one who becomes a librarian expects to be paid well", learn new technologies, create programming "why don't you just start some more programs for teens?", and implement accessibility and social justice frameworks without community support (often with significant community resistance) "if we are going to have an Indigenous land acknowledgement we should also have a memorial to our local pioneers". (The previous are direct quotes from members of my local organizations.) My administration and coworkers are supportive but our board, community governments, and smaller organizations who provide our funding and approve budgets still see libraries as nothing more than rooms full of books, they really don't understand that this kind of community work takes time, money, and a high level of skill to implement or that this work is crucially important for the well being of our communities.						
				4	RD	2024-09-08 11:08 AM
bigger budget and increased provincial funding						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Impact						
	No	0.1360	11			
				1	RD	2024-09-08 10:31 AM
My fulfillment comes entirely from those little moments: a kid seeing the library for the first time, a patron learning a new skill, being able to connect someone with the information they've been struggling to find.						
				2	RD	2024-09-08 10:37 AM
The feeling of positively impacting my community						
				3	RD	2024-09-08 10:37 AM
Seeing positive change,						
				4	RD	2024-09-08 10:38 AM
That I'm making a difference.						
				5	RD	2024-09-08 10:42 AM
I want to feel that I am helping our patrons find what they are looking for, and making our library a place people can come and feel comfortable and welcomed. I enjoy when children who visit the library look forward to story time or just browsing at the books with their parents.						
				6	RD	2024-09-08 10:42 AM
To feel that I am making a difference to both patrons and staff						
				7	RD	2024-09-08 10:44 AM
sense that I am serving my community						
				8	RD	2024-09-08 10:48 AM
"I need to feel like I am helping people, whether that's my staff or our patrons.						
				9	RD	2024-09-08 10:48 AM
I need to be able to share my passion and commitment for what I do.						
				10	RD	2024-09-08 10:52 AM
I am currently feeling very fulfilled in my work. I have support from my admin, collaborative and friendly relationships with colleagues, and (most days) I feel like I am making a positive difference in the lives of my students.						
				11	RD	2024-09-08 11:04 AM
To know what I'm doing is making a positive impact. To share what I know and what I've learned in order to help others be the best they can be.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Meaningfulness						
	No	0.2599	13			
Challenge.				1	RD	2024-09-08 10:40 AM
Variety.				2	RD	2024-09-08 10:40 AM
I want to feel that I am helping our patrons find what they are looking for, and making our library a place people can come and feel comfortable and welcomed. I enjoy when children who visit the library look forward to story time or just browsing at the books with their parents.				3	RD	2024-09-08 10:42 AM
To feel that I am making a difference to both patrons and staff				4	RD	2024-09-08 10:42 AM
diverse tasks,				5	RD	2024-09-08 10:44 AM
I need to be able to share my passion and commitment for what I do.				6	RD	2024-09-08 10:49 AM
I need the flexibility and control within my position to be able to make positive changes and be allowed to think critically about what we do each day and offer input on why we change/don't change those things."				7	RD	2024-09-08 10:49 AM
Fresh challenges and opportunities for professional growth.				8	RD	2024-09-08 10:49 AM
Personal and professional autonomy , respect, open-mindedness				9	RD	2024-09-08 11:00 AM
Reminders of the big picture				10	RD	2024-09-08 11:00 AM
Opportunities for growth as a technician (without becoming a manager or getting a masters degree).				11	RD	2024-09-08 11:01 AM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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12 RD 2024-09-08 11:02 AM

I need to feel like my community believes that the work I do is important. Generally people will say that libraries are important but there is such a limited understanding in small communities about the really important function we serve in providing accessible space and access to information and resources. My sense of this is constantly undermined by the expectation that I work for low wages "no one who becomes a librarian expects to be paid well", learn new technologies, create programming "why don't you just start some more programs for teens?", and implement accessibility and social justice frameworks without community support (often with significant community resistance) "if we are going to have an Indigenous land acknowledgement we should also have a memorial to our local pioneers". (The previous are direct quotes from members of my local organizations.) My administration and coworkers are supportive but our board, community governments, and smaller organizations who provide our funding and approve budgets still see libraries as nothing more than rooms full of books, they really don't understand that this kind of community work takes time, money, and a high level of skill to implement or that this work is crucially important for the well being of our communities.

13 RD 2024-09-08 11:04 AM

To know what I'm doing is making a positive impact. To share what I know and what I've learned in order to help others be the best they can be.

Codes\\Recognition

No	0.0081	5			
			1	RD	2024-09-08 10:29 AM
Recognition					
			2	RD	2024-09-08 10:38 AM
Appreciation.					
			3	RD	2024-09-08 10:40 AM
recognition.					
			4	RD	2024-09-08 10:53 AM
Better recognition of my					
			5	RD	2024-09-08 11:01 AM
Recognition.					

Codes\\Salary-wages

No	0.0054	4			
			1	RD	2024-09-08 10:30 AM
valued wages					

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
adequate pay				2	RD	2024-09-08 10:46 AM
better pay				3	RD	2024-09-08 11:05 AM
Sufficient pay				4	RD	2024-09-08 11:07 AM
Codes\\Supportiveness						
	No	0.2862	20			
Support system and more communication with other peers to see & hear what they're dealing with.				1	RD	2024-09-08 10:35 AM
More opportunities to network with other public librarians, and more support from PLS. I heard that they used to offer a lot more training prior to myself working in libraries, and I would love to see a return to that. Even something as simple as a book repair course!				2	RD	2024-09-08 10:37 AM
support				3	RD	2024-09-08 10:37 AM
Support				4	RD	2024-09-08 10:38 AM
Open communication and team work				5	RD	2024-09-08 10:40 AM
collaborative engagement with a community of practice, collaborative work towards obtainable goals / projects.				6	RD	2024-09-08 10:42 AM
Supportive work environment				7	RD	2024-09-08 10:43 AM
good relationships with fellow staff				8	RD	2024-09-08 10:44 AM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				9	RD	2024-09-08 10:51 AM
						More co-workers.
				10	RD	2024-09-08 10:52 AM
						I am currently feeling very fulfilled in my work. I have support from my admin, collaborative and friendly relationships with colleagues, and (most days) I feel like I am making a positive difference in the lives of my students.
				11	RD	2024-09-08 10:53 AM
						Community and board support. Good relationship with staff.
				12	RD	2024-09-08 11:00 AM
						Staff/Student engagement, it would be nice to have staff use the library books more
				13	RD	2024-09-08 11:00 AM
						Support of employer and colleagues
				14	RD	2024-09-08 11:01 AM
						Better communication throughout the libraries in Manitoba.
				15	RD	2024-09-08 11:01 AM
						Healthy connection with peers professionals who are open to sharing experiences and best practices.
				16	RD	2024-09-08 11:02 AM
						I need to feel like my community believes that the work I do is important. Generally people will say that libraries are important but there is such a limited understanding in small communities about the really important function we serve in providing accessible space and access to information and resources. My sense of this is constantly undermined by the expectation that I work for low wages "no one who becomes a librarian expects to be paid well", learn new technologies, create programming "why don't you just start some more programs for teens?", and implement accessibility and social justice frameworks without community support (often with significant community resistance) "if we are going to have an Indigenous land acknowledgement we should also have a memorial to our local pioneers". (The previous are direct quotes from members of my local organizations.) My administration and coworkers are supportive but our board, community governments, and smaller organizations who provide our funding and approve budgets still see libraries as nothing more than rooms full of books, they really don't understand that this kind of community work takes time, money, and a high level of skill to implement or that this work is crucially important for the well being of our communities.
				17	RD	2024-09-08 11:03 AM
						Supports and learning opportunities to fill gaps in my knowledge and skills.
				18	RD	2024-09-08 11:05 AM
						support
				19	RD	2024-09-08 11:06 AM
						Support

2024-09-08 11:16 AM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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20

RD

2024-09-08 11:08 AM

and respectful municipal support

Appendix F – Career motivations coding summary

Coding Summary by File

PD Project

2024-09-08 2:53 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\Career motivation

Code

Codes\\Best in others

No	0.0053	1			
			1	RD	2024-09-08 12:54 PM
Grew up using libraries. Love of reading and helping people.					

Codes\\Community

No	0.1453	10			
			1	RD	2024-09-08 12:51 PM
I am passionate about literacy and community :)					
			2	RD	2024-09-08 12:53 PM
I love books, so the library seemed a natural fit. While libraries are so much more than books now, the career has also provided me a way to feel like I'm helping our community - with their information needs, being a place for people to exist without spending money, and treating all patrons equally.					
			3	RD	2024-09-08 12:54 PM
I was looking for part-time employment in our community. I enjoy being employed in a position where I feel I can make a difference in our small community.					
			4	RD	2024-09-08 2:34 PM
Personal commitment to literacy and being a community space.					
			5	RD	2024-09-08 2:35 PM
Rural regional cooperation - I strongly believe this is how many rural communities will remain sustainable (all sectors). I accepted a leadership role in a large regional library system that was designed to deliver library service, and all its benefits, in a time when our region was far more isolated in many ways (1970s).					
			6	RD	2024-09-08 2:35 PM
Make a positive contribution to the health of the communities I live in.					

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				7	RD	2024-09-08 2:42 PM
It started as loving to read and wanting to help connect people with reading, but has morphed into wanting public libraries to be the best they can and supporting their role as integral parts of their communities.						
				8	RD	2024-09-08 2:43 PM
I love reading, and wanted to help encourage that in others, initially. After working in public libraries, I got a better understanding of how important libraries are to their communities and want to support libraries to be the best they can.						
				9	RD	2024-09-08 2:46 PM
My love of stories, my sense of community justice, and my belief that libraries and learning are essential to the well being of communities.						
				10	RD	2024-09-08 2:48 PM
Be more involved in the community, love books I love community and reading						
Codes\\Good fit						
	No	0.1723	16			
				1	RD	2024-09-08 12:52 PM
I had an English/Philosophy degree and just seemed like good fit.						
				2	RD	2024-09-08 2:31 PM
Past work in hospitality produced a complementary skill set to the profession of Library Services. (Tourist "reference", Room inventory management vs Resource management.)						
				3	RD	2024-09-08 2:31 PM
my background is in English lit and customer service and it was a great way to mesh the two						
				4	RD	2024-09-08 2:32 PM
It happened by accident. It was the only job available in my small school library. I took the education I needed while learning on the job. Not a great way to do it but I learned from my many misconceptions and mistakes along the way.						
				5	RD	2024-09-08 2:33 PM
information/resources sharing (ok, love of books) and building community; teaching and some management; organizing projects						
				6	RD	2024-09-08 2:33 PM
I have also always enjoyed positions of service, and working in a public library fills that need in me."						
				7	RD	2024-09-08 2:34 PM
Personal commitment to literacy and being a community space.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				8	RD	2024-09-08 2:34 PM
felt it was a good fit for me personally (skills, personality, etc)						
				9	RD	2024-09-08 2:34 PM
I have always loved my public library, and books. It just seemed like a good fit for me.						
				10	RD	2024-09-08 2:37 PM
I worked student jobs in libraries and liked the day-to-day variation, the balance of highly-social and quiet independent work, helping people solve problems in a really immediate way, leaning how information is organized, and the stability of public sector work.						
				11	RD	2024-09-08 2:40 PM
I was a substitute teacher/EA/ school volunteer and I thought it would be a nice mix between all of these jobs. My job is sometimes more EA sometimes graphic designer, as well librarian and enjoy the variety in my day.						
				12	RD	2024-09-08 2:40 PM
Looking for change; wanting to support kids develop a love of reading						
				13	RD	2024-09-08 2:41 PM
The work environment.						
				14	RD	2024-09-08 2:41 PM
Structure of information-centric work, along with environment that supports effective professional relationships.						
				15	RD	2024-09-08 2:44 PM
Required skills have lots of overlap for an academic-minded generalist. Desire to promote access to resources / be a helper / sleuth / continuous learning, etc.						
				16	RD	2024-09-08 2:46 PM
A family friend was a Librarian and enjoyed her job. Am a "helping" type person						
Codes\\Impact						
	No	0.1324	8			
				1	RD	2024-09-08 12:49 PM
contributing to individual/community/organization success.						
				2	RD	2024-09-08 12:54 PM
I was looking for part-time employment in our community. I enjoy being employed in a position where I feel I can make a difference in our small community.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	RD	2024-09-08 2:33 PM
"I love reading, sharing information, teaching people how to find those things for themselves. I have been a public library user all of my adult life and feel that they are such an important institution - for learning, for the social well-being of a community, for entertainment.						
				4	RD	2024-09-08 2:35 PM
Rural regional cooperation - I strongly believe this is how many rural communities will remain sustainable (all sectors). I accepted a leadership role in a large regional library system that was designed to deliver library service, and all its benefits, in a time when our region was far more isolated in many ways (1970s).						
				5	RD	2024-09-08 2:35 PM
Make a positive contribution to the health of the communities I live in.						
				6	RD	2024-09-08 2:42 PM
It started as loving to read and wanting to help connect people with reading, but has morphed into wanting public libraries to be the best they can and supporting their role as integral parts of their communities.						
				7	RD	2024-09-08 2:43 PM
I love reading, and wanted to help encourage that in others, initially. After working in public libraries, I got a better understanding of how important libraries are to their communities and want to support libraries to be the best they can.						
				8	RD	2024-09-08 2:46 PM
My love of stories, my sense of community justice, and my belief that libraries and learning are essential to the well being of communities.						
Codes\\Info Literacy						
	No	0.0121	3			
				1	RD	2024-09-08 12:50 PM
I have a strong belief in learning and literacy						
				2	RD	2024-09-08 12:51 PM
I am passionate about literacy and community :)						
				3	RD	2024-09-08 12:51 PM
The marriage of books with social services						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Management & Admin						
	Yes	0.0040	1			
				1	RD	2024-09-08 12:49 PM
Helping people and an affinity for management						
Codes\\Meaningfulness						
	No	0.0072	1			
				1	RD	2024-09-08 12:55 PM
Importance of work, equity of information, and inspired by others in the field.						
Codes\\Partnerships						
	No	0.0125	1			
				1	RD	2024-09-08 2:46 PM
My love of stories, my sense of community justice, and my belief that libraries and learning are essential to the well being of communities.						
Codes\\Passion						
	No	0.2394	18			
				1	RD	2024-09-08 12:50 PM
I love libraries						
				2	RD	2024-09-08 12:53 PM
I love books, so the library seemed a natural fit. While libraries are so much more than books now, the career has also provided me a way to feel like I'm helping our community - with their information needs, being a place for people to exist without spending money, and treating all patrons equally.						
				3	RD	2024-09-08 12:54 PM
Grew up using libraries. Love of reading and helping people.						
				4	RD	2024-09-08 12:54 PM
I am passionate about learning, reading, and libraries/archives as a whole. It just made sense for me to pursue a career in the field.						
				5	RD	2024-09-08 2:31 PM
I found myself without work when my place of employment closed doors. I've always enjoyed reading and books in general, applied for the job and am loving the position.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				6	RD	2024-09-08 2:32 PM
Love of books and learning						
				7	RD	2024-09-08 2:33 PM
information/resources sharing (ok, love of books) and building community; teaching and some management; organizing projects						
				8	RD	2024-09-08 2:33 PM
"I love reading, sharing information, teaching people how to find those things for themselves. I have been a public library user all of my adult life and feel that they are such an important institution - for learning, for the social well-being of a community, for entertainment.						
				9	RD	2024-09-08 2:34 PM
I have always loved my public library, and books. It just seemed like a good fit for me.						
				10	RD	2024-09-08 2:37 PM
I specifically wanted to be in a school library because I love the energy! I value the opportunity to help students learn and grow and love learning. Reading is so valuable to their development in so many ways and it opens doors - develops creativity, builds understanding and empathy, and hopefully fosters a love of lifelong learning. I love working with and supporting the classroom teachers in what they do. It's great to be a part of a team that shares a common goal. And books are fun and exciting and I want my students to catch that passion! Love of reading and helping people to find resources						
				11	RD	2024-09-08 2:39 PM
Love of learning; believe in the value of being informed						
				12	RD	2024-09-08 2:40 PM
Looking for change; wanting to support kids develop a love of reading						
				13	RD	2024-09-08 2:41 PM
I've always loved the public library community. It is a safe space for people of all ages and abilities.						
				14	RD	2024-09-08 2:41 PM
I have always loved libraries, and I think they are the greatest social equalizer of all time!						
				15	RD	2024-09-08 2:42 PM
It started as loving to read and wanting to help connect people with reading, but has morphed into wanting public libraries to be the best they can and supporting their role as integral parts of their communities.						
				16	RD	2024-09-08 2:43 PM
I love reading, and wanted to help encourage that in others, initially. After working in public libraries, I got a better understanding of how important libraries are to their communities and want to support libraries to be the best they can.						
				17	RD	2024-09-08 2:46 PM
A desire to help others find what they are looking for. And a love of books.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				18	RD	2024-09-08 2:48 PM
I love community and reading						
Codes\\Patron Service						
No				0.0390	4	
				1	RD	2024-09-08 2:37 PM
Love of reading and helping people to find resources						
				2	RD	2024-09-08 2:37 PM
I worked student jobs in libraries and liked the day-to-day variation, the balance of highly-social and quiet independent work, helping people solve problems in a really immediate way, leaning how information is organized, and the stability of public sector work.						
				3	RD	2024-09-08 2:46 PM
A desire to help others find what they are looking for. And a love of books.						
				4	RD	2024-09-08 2:48 PM
Be more involved in the community, love books						
Codes\\Professional						
No				0.0020	1	
				1	RD	2024-09-08 2:40 PM
Professional job market						
Codes\\Social Justice						
Yes				0.0186	3	
				1	RD	2024-09-08 12:49 PM
I wanted to ensure some level of equity of access for historically excluded populations						
				2	RD	2024-09-08 12:51 PM
The marriage of books with social services						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	RD	2024-09-08 12:55 PM
Importance of work, equity of information, and inspired by others in the field.						
Codes\\Supportiveness						
	No	0.0390	2			
				1	RD	2024-09-08 2:35 PM
Rural regional cooperation - I strongly believe this is how many rural communities will remain sustainable (all sectors). I accepted a leadership role in a large regional library system that was designed to deliver library service, and all its benefits, in a time when our region was far more isolated in many ways (1970s).						
				2	RD	2024-09-08 2:41 PM
Structure of information-centric work, along with environment that supports effective professional relationships.						

Appendix G – Leading from any position coding summary

Coding Summary by File

PD Project

2024-09-08 12:42 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\Leading from any position

Code

Codes\\Best in others

No	0.2251	20				
			1	RD	2024-09-08 11:24 AM	Good governance, enabling people to develop their skills and share in success.
			2	RD	2024-09-08 11:25 AM	Being a team player and connecting with coworkers to find ways to motivate each other.
			3	RD	2024-09-08 11:25 AM	Leadership isn't about title or authority. It's the energy and purpose by which you lead yourself each day and how you serve others. Everyone can lead regardless of their role. It's more of an opportunity.
			4	RD	2024-09-08 11:27 AM	Inspiring others, showing leadership skills, etc regardless of your role
			5	RD	2024-09-08 11:28 AM	It means that no matter your place in the organizational hierarchy you can be a leader - and that leading is not about 'bossing' people' around. It's about being an inspiration, spreading joy, helping where you are needed, and showing up for your colleagues and for library users. It's about going above and beyond the specifications listed in your position description, and providing the best service and support to all the people in your building.
			6	RD	2024-09-08 11:28 AM	Working to the best of my ability to serve as a good example for others.
			7	RD	2024-09-08 11:29 AM	Regardless of your education, seniority in a workplace, etc., if you can be a leader you should take it. It will encourage others to take charge and also to accomplish more alongside others.
			8	RD	2024-09-08 11:30 AM	Being able to lead staff while not necessarily in management position. Inspiring and engaging staff.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				9	RD	2024-09-08 11:33 AM
				Continually striving personally and professionally to improve for yourself and others and building and environment where others are encouraged and supported to do the same.		
				10	RD	2024-09-08 11:33 AM
				Always doing the best you can to be a role model/mentor for others and set a good example through contributing to a team.		
				11	RD	2024-09-08 11:40 AM
				Democratic participation, everyone gets a say, collaboration, shared responsibility		
				12	RD	2024-09-08 11:42 AM
				Having a clear sense of current strategic priorities and inviting the people around me to pursue those priorities in a respectful way.		
				13	RD	2024-09-08 11:46 AM
				professionalism accountability working well with others and making things better for peers and patrons		
				14	RD	2024-09-08 12:08 PM
				Drawing on each team member's strengths and letting them shine		
				15	RD	2024-09-08 12:24 PM
				To me, it means doing the best possible job regardless of how exciting (or not) the position is and being willing to train new staff in doing it also.		
				16	RD	2024-09-08 12:25 PM
				Using one's knowledge, skills, and experiences to help influence organizations and teams towards desired outcomes.		
				17	RD	2024-09-08 12:26 PM
				Doing your best, at whatever level you work at, and demonstrating the attitude you want to see.		
				18	RD	2024-09-08 12:34 PM
				Doing my best at my work and supporting/encouraging others I work with. Demonstrating the qualities that I look for in the people around me.		
				19	RD	2024-09-08 12:39 PM
				I believe that everyone has the ability to lead, at every level, and employers (management) can provide the structure and opportunity to develop leaders for the sector.		
				20	RD	2024-09-08 12:40 PM
				Doing your best, always setting an example, and helping others		

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Codes\\Buzzword

No	0.0072	1				
				1	RD	2024-09-08 11:24 AM
this sounds like a buzzword used to justify people working above their wage level, tnh						

Codes\\Impact

No	0.0314	4				
				1	RD	2024-09-08 12:06 PM
Being unrestricted in learning and growing; having my voice heard.						
				2	RD	2024-09-08 12:30 PM
Agency. Recognition of experience. Ability to contribute.						
				3	RD	2024-09-08 12:30 PM
It means that every person in an organization has the ability to make a difference through the choices they make, the words they choose, and the way they engage with the community.						
				4	RD	2024-09-08 12:40 PM
All staff working to make the library a desired part of the community						

Codes\\Meaningfulness

No	0.0131	3				
				1	RD	2024-09-08 12:24 PM
Being unrestricted in learning and growing; having my voice heard.						
				2	RD	2024-09-08 12:24 PM
Working informed by philosophy.						
				3	RD	2024-09-08 12:32 PM
Agency. Recognition of experience. Ability to contribute.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Patron Service						
	No	0.0090	1			
				1	RD	2024-09-08 11:29 AM
How I can create a positive environment in our library every day and how I can best meet our members' needs.						
Codes\\Positivity						
	No	0.0784	6			
				1	RD	2024-09-08 11:29 AM
How I can create a positive environment in our library every day and how I can best meet our members' needs.						
				2	RD	2024-09-08 11:40 AM
Anyone can be a manager but a leader should be a motivator. A library page, clerk or administrator with fresh innovative ideas can lead from their position and turn the workplace in an entirely new & positive direction.						
				3	RD	2024-09-08 11:46 AM
professionalism accountability working well with others and making things better for peers and patrons						
				4	RD	2024-09-08 11:54 AM
That a person, regardless of their job position in an organization, can create transformational change of some kind - whether for the working environment, the mandate of a team, the outputs of a time, etc.						
				5	RD	2024-09-08 11:54 AM
No matter what your assigned role in an organization is, you still have the opportunity to build into the organization in a positive way. Anyone can bring positive value.						
				6	RD	2024-09-08 12:08 PM
To me it means that what ever your official role is you can be a leader in making things better, more inclusive and welcoming.						
Codes\\Responsibility						
	No	0.1394	12			
				1	RD	2024-09-08 11:26 AM
taking control of the situation, no matter what your employment position Being effective and confident regardless of your position.						
				2	RD	2024-09-08 11:26 AM
Anyone in any role can demonstrate leadership in their job by excelling in it, and helping others understand it. Owning the tasks that are yours demonstrates to everyone how to take the lead.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	RD	2024-09-08 11:32 AM
You don't need to have a title to be a leader. I am the only permanent employee at our library so have had to become the leader even though I am an untrained librarian. We have a casual and a volunteer that look to me for direction.						
				4	RD	2024-09-08 11:41 AM
lead by example; developing and applying knowledge, skills and abilities; identifying gaps and taking initiative to eliminate/close or reduce significant gaps						
				5	RD	2024-09-08 11:41 AM
This means taking initiative on whatever level you can. It means doing your best and leading by example. It also means thinking about what your job is and regularly thinking about how to improve performance and delivery of your responsibilities.						
				6	RD	2024-09-08 11:43 AM
being a leadership regardless of your position in an organization						
				7	RD	2024-09-08 11:46 AM
professionalism accountability working well with others and making things better for peers and patrons						
				8	RD	2024-09-08 11:48 AM
It means you can take on any task in the world of public libraries, and feel confident to complete it						
				9	RD	2024-09-08 11:53 AM
Leadership comes from within - it is a commitment to the roles we accept in life, regardless of the position						
				10	RD	2024-09-08 12:24 PM
To me, it means doing the best possible job regardless of how exciting (or not) the position is and being willing to train new staff in doing it also.						
				11	RD	2024-09-08 12:26 PM
Doing the best you can do, from whatever level you are in your organization.						
				12	RD	2024-09-08 12:26 PM
Doing your best, at whatever level you work at, and demonstrating the attitude you want to see.						
Codes\\Supportiveness						
	No	0.0341	4			
				1	RD	2024-09-08 11:59 AM
Work as a team, knowing you have the support and encouragement to extend yourself despite risk of failure						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	RD	2024-09-08 11:59 AM
Learning to and being supported by (ideally) the institution and (or at least) colleagues to make observations, ask questions, suggest solutions, and share information.						
				3	RD	2024-09-08 12:06 PM
that we are all leaders, that non-hierarchical libraries can build communities of respect and collaboration and communication						
				4	RD	2024-09-08 12:25 PM
Teamwork						

Appendix H – MLA support coding summary

Coding Summary by File

PD Project

2024-09-14 9:01 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\MLA support

Code

Codes\\Advocacy

No	0.2465	7				
			1	RD	2024-09-08 7:01 PM	Beyond advocacy, MLA continue to develop itself as a key and primary sector organization and provide real and meaningful opportunities for library staff and volunteer boards to develop.
			2	RD	2024-09-08 7:06 PM	Advocate with Governments on behave of Libraries
			3	RD	2024-09-11 5:59 PM	I appreciate the MLA moving out front to promote libraries and the standards we all should uphold, especially during the past couple of years. Seeing their interest in partnering with rural libraries for training workshops is encouraging as everyone is in need of knowledge and sharing.
			4	RD	2024-09-11 7:25 PM	Continue to listen and act on what is being shared - MLA has been very supportive during my 5 years. I was very grateful during the early days of COVID - they brough library leaders together and provided leadership we needed and were not seeing elsewhere. The same has held true during this next chapter of book challenges. We are stronger together and will enjoy our work far more when we are part of a larger team. You need to have colleagues / friends to turn to with questions and for support.
			5	RD	2024-09-11 7:27 PM	Advocate for minimum PD standards for library staff.
			6	RD	2024-09-12 8:10 AM	Training seminars and advocating for the needs of libraries and their staff.
			7	RD	2024-09-12 8:33 AM	The MLA can work to change the way the public thinks about libraries, they can provide information, frameworks, and examples of best practices for local governments to move them towards an understanding of libraries as an essential community resource. They can support librarians in their ability to ask for fair wages.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Codes\\Community

No	0.0838	1				
				1	RD	2024-09-11 7:25 PM
Continue to listen and act on what is being shared - MLA has been very supportive during my 5 years. I was very grateful during the early days of COVID - they brough library leaders together and provided leadership we needed and were not seeing elsewhere. The same has held true during this next chapter of book challenges. We are stronger together and will enjoy our work far more when we are part of a larger team. You need to have colleagues / friends to turn to with questions and for support.						

Codes\\Conference

No	0.1421	6				
				1	RD	2024-09-08 7:04 PM
Creating opportunities for networking and collaboration through annual or biannual in person events.						
				2	RD	2024-09-08 7:06 PM
Provide training opportunities - bring back in-person conferences for networking and training. Hold the conference in places other than Winnipeg sometimes.						
				3	RD	2024-09-11 5:47 PM
In-person workshops and conference. This survey is a great first step.						
				4	RD	2024-09-11 6:04 PM
organize or offer an annual conference (even if it is a joint/shared conference every second year); offer monthly PD sessions; identify and promote Partnership EI sessions which should be of interest to MB library workers						
				5	RD	2024-09-12 8:28 AM
Increased availability of training opportunities, and the return of the in-person conference.						
				6	RD	2024-09-12 8:36 AM
It would be great if Manitoba could return to an annual provincial conference, supplemented by remote and in-person events that support professional development and build connections between library workers.						

Codes\\Education & Training

No	0.0615	4				
				1	RD	2024-09-08 7:02 PM
Beyond advocacy, MLA continue to develop itself as a key and primary sector organization and provide real and meaningful opportunities for library staff and volunteer boards to develop.						
				2	RD	2024-09-08 7:02 PM
Free professional development - we can't afford to pay for courses from places like ALA						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
More in- person workshops/ training sessions				3	RD	2024-09-08 7:03 PM
Also continued online events throughout the year.				4	RD	2024-09-08 7:05 PM
Codes\\Hands-on Learning						
	No	0.1488	2			
More active committees and lower commitment volunteer opportunities to engage with the professional community of practice. Project-based initiatives with learning elements for participants to gain experience while addressing the real needs of the community or profession. For example: Your social media committee this year highlighted rural library professionals as a "Project" This served the community in highlighting the work of rural library professionals and allowed those working on the project to gain real-world skills in conducting a social media campaign. The advocacy training was also successful in modeling this type of learning.				1	RD	2024-09-11 5:51 PM
More opportunities to connect with and learn alongside LAs and techs in academic libraries. Ditto techs/LAs/librarians in reference departments. Learning in formats that let us think together about putting factual/technical knowledge into practice.				2	RD	2024-09-11 7:54 PM
Codes\\In-person						
	No	0.1846	10			
sessions More in- person workshops/ training				1	RD	2024-09-08 7:03 PM
Creating opportunities for networking and collaboration through annual or biannual in person events.				2	RD	2024-09-08 7:04 PM
Provide training opportunities - bring back in-person conferences for networking and training. Hold the conference in places other than Winnipeg sometimes.				3	RD	2024-09-08 7:06 PM
In-person workshops and conference. This survey is a great first step.				4	RD	2024-09-11 5:47 PM
I think you guys do a great job. My staff and I really enjoy the in person information sharing meetings.				5	RD	2024-09-11 5:54 PM

2024-09-14 9:01 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				6	RD	2024-09-11 7:24 PM
Timely workshops/seminars. Opportunities to gather in person to form a stronger network among Manitoba librarians.						
				7	RD	2024-09-11 7:24 PM
Coordinating opportunities for regional in-person education, peer-to-peer learning and mutual professional support.						
				8	RD	2024-09-12 8:08 AM
more pd opportunities, regional focus for in-person, more social events for networking and fun						
				9	RD	2024-09-12 8:28 AM
Increased availability of training opportunities, and the return of the in-person conference.						
				10	RD	2024-09-12 8:36 AM
It would be great if Manitoba could return to an annual provincial conference, supplemented by remote and in-person events that support professional development and build connections between library workers.						

Codes\\Job board

	No	0.0048	1			
				1	RD	2024-09-12 8:29 AM
Keep job board up to date.						

Codes\\Lib Basics

	No	0.0348	1			
				1	RD	2024-09-11 5:46 PM
More focus on practical issues rather than social issues. By providing basic training for people like me with no prior experience, so that we may feel better equipped to fulfill our daily tasks as librarians.						

Codes\\Networking

	No	0.1500	7			
				1	RD	2024-09-08 7:03 PM
Any chance offered to network with fellow librarians is helpful!						
				2	RD	2024-09-08 7:04 PM
Creating opportunities for networking and collaboration through annual or biannual in person events.						

2024-09-14 9:01 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	RD	2024-09-08 7:06 PM
Provide training opportunities - bring back in-person conferences for networking and training. Hold the conference in places other than Winnipeg sometimes.						
				4	RD	2024-09-12 8:08 AM
Continue with PD opportunities; make connections with the wider library community. more pd opportunities, regional focus for in-person, more social events for networking and fun						
				5	RD	2024-09-12 8:27 AM
Continued opportunities to connect and learn on various topics.						
				6	RD	2024-09-12 8:34 AM
They can provide training and networking opportunities for librarians to share knowledge and resources to bring back to their communities. Provide more professional development opportunities and connections to other libraries and library professionals both inside Manitoba and across the country.						
				7	RD	2024-09-12 8:37 AM
Offer more trainings and networkings						
Codes\\Newsletter						
	No	0.0100	1			
				1	RD	2024-09-12 8:13 AM
Newsletters that pertain to our province, and more outreach.						
Codes\\On-line						
	No	0.0935	3			
				1	RD	2024-09-08 7:05 PM
Also continued online events throughout the year.						
				2	RD	2024-09-08 7:29 PM
I enjoy pre-recorded sessions that I can watch whenever I have the time. Attending training sessions live is hard as we are a small library staff, and sometimes I can't step away from work. In-person training is hard because it often involves travel outside of our community, which is costly, and it involves time away from work. With a small staff that puts more stress on those who stay behind.						
				3	RD	2024-09-11 5:47 PM
On-line works best for me, being in a remote area and no extra staff to call on for me to be out of the library.						

2024-09-14 9:01 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Outreach						
	No	0.0100	1	1	RD	2024-09-12 8:14 AM
Newsletters that pertain to our province, and more outreach.						
Codes\\Partnerships						
	No	0.0543	2	1	RD	2024-09-11 5:58 PM
More opportunity to meet others working in libraries, collaborative projects, training opportunities						
				2	RD	2024-09-11 6:07 PM
organize or offer an annual conference (even if it is a joint/shared conference every second year); offer monthly PD sessions; identify and promote Partnership EI sessions which should be of interest to MB library workers						
Codes\\Programming						
	No	0.0371	1	1	RD	2024-09-11 6:07 PM
organize or offer an annual conference (even if it is a joint/shared conference every second year); offer monthly PD sessions; identify and promote Partnership EI sessions which should be of interest to MB library workers						
Codes\\Regionalism						
	No	0.0203	2	1	RD	2024-09-11 7:37 PM
Low cost regional workshops						
				2	RD	2024-09-12 8:08 AM
more pd opportunities, regional focus for in-person, more social events for networking and fun						

2024-09-14 9:01 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Codes\\Rural needs						
	No	0.0481	1			
				1	RD	2024-09-11 5:59 PM
I appreciate the MLA moving out front to promote libraries and the standards we all should uphold, especially during the past couple of years. Seeing their interest in partnering with rural libraries for training workshops is encouraging as everyone is in need of knowledge and sharing.						
Codes\\Safety						
	No	0.0093	1			
				1	RD	2024-09-12 8:10 AM
Continued development around safety and social issues.						
Codes\\Social Justice						
	Yes	0.0600	2			
				1	RD	2024-09-11 7:37 PM
As mentioned earlier, AI and RDA implementation are 2 areas that I would value training in. We also really need updated Subject Heading, especially with regards to Indigenous headings and diversity related headings - perhaps a Manitoba Working Group? MSLA is also talking about revising subject headings.						
				2	RD	2024-09-12 8:10 AM
Continued development around safety and social issues.						
Codes\\Standardization						
	No	0.0090	1			
				1	RD	2024-09-11 7:27 PM
Advocate for minimum PD standards for library staff.						

Appendix I – Additional insights coding summary

Coding Summary by File

PD Project

2024-09-08 3:43 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Files\\Additional Insights

Code

Codes\\Conference

No	0.0220	1	1	RD	2024-09-08 3:08 PM
The large and in-person MLA conference is a much anticipated event. The past virtual conferences were informative but I have staff who have only heard about the in-person conference and look forward to it returning.					

Codes\\Expectations

No	0.0093	1	1	RD	2024-09-08 3:01 PM
It would be nice to see a more targeted approach to professional development in MB libraries.					

Codes\\Funding

No	0.1018	4	1	RD	2024-09-08 3:16 PM
PD becomes hard to prioritize in the context of austerity budgetings and the resulting low staffing levels. But it's still important. We need to fight for the right, and time, and resources to engage with PD opportunities regardless of the time it takes away from our regular "work".					
			2	RD	2024-09-08 3:20 PM
It is extremely important for library staff to keep up to date and informed about new trends and standards in libraries. Shrinking PD funding makes the MLA opportunities valuable. Virtual is wonderful, but the connections and side conversations with in person sessions are missed.					
			3	RD	2024-09-08 3:25 PM
The primary challenge seems to be capacity in volunteer-based organizations, but in recent years we have seen innovative ways to deliver programming of value (e.g. mix of online and in-person, booking in-person meetings at a mix of locations inside and outside of Winnipeg)					

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				4	RD	2024-09-08 3:26 PM
Public libraries in Manitoba need flexible and cheap or free options to receive the training they need, but would also benefit from in-person events to encourage networking.						
Codes\\Informal						
	No	0.0101	1			
				1	RD	2024-09-08 3:04 PM
I personally prefer non formal, on-line training. Either in a group setting or individual learning.						
Codes\\In-person						
	No	0.1692	6			
				1	RD	2024-09-08 3:00 PM
In-person annual conferences and regional workshops provide critical opportunities for libraries across MB to connect to each other. MLA should encourage large library institutions (WPL, UofM, UofW, RRC, etc) to maximize the learning opportunities for smaller library organizations.						
				2	RD	2024-09-08 3:06 PM
The large and in-person MLA conference is a much anticipated event. The past virtual conferences were informative but I have staff who have only heard about the in-person conference and look forward to it returning.						
				3	RD	2024-09-08 3:12 PM
We're all busy and yet we still need to find time to keep learning. It's more work for coordinators but it would be good to offer learning opportunities both in person and online (self-directed or not) since we are all motivated by different situations. I like the in-person because you get to know what other locations are struggling with, share your struggles and possibly find solutions to side issues not necessarily related to the learning event.						
				4	RD	2024-09-08 3:20 PM
It is extremely important for library staff to keep up to date and informed about new trends and standards in libraries. Shrinking PD funding makes the MLA opportunities valuable. Virtual is wonderful, but the connections and side conversations with in person sessions are missed.						
				5	RD	2024-09-08 3:25 PM
The primary challenge seems to be capacity in volunteer-based organizations, but in recent years we have seen innovative ways to deliver programming of value (e.g. mix of online and in-person, booking in-person meetings at a mix of locations inside and outside of Winnipeg)						
				6	RD	2024-09-08 3:26 PM
Public libraries in Manitoba need flexible and cheap or free options to receive the training they need, but would also benefit from in-person events to encourage networking.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Codes\\Leadership

No	0.0311	1				
				1	RD	2024-09-08 3:33 PM
I have a sense that Manitoba libraries are being left behind as libraries in other places embrace the way the world is changing. I feel that we are waiting for everyone else to figure it out for us and we'll join in when it is safely figured out rather being part of the conversation and the change ourselves.						

Codes\\Lib Basics

No	0.0826	2				
				1	RD	2024-09-08 3:03 PM
A few short courses explaining basic library procedures, (ex: purchasing, cataloguing, book classifications and weeding, to name a few) for people like me with no prior training, would have gone a long way when I first started here. I have been employed by our library for 3 1/2 years now and have come a long way. It was challenging as I am working on my own with few or incomplete notes provided from the previous librarian. I have been slowly working my way through it by following webinars through the BC Libraries Coop whenever possible and through the MB Librarians email group chat.						
				2	RD	2024-09-08 3:34 PM
Without a MLIS program and reductions at the technician program over many years. It would be interesting for libraries in academic settings to explore opportunities to provide core library education to library workers in the field.						

Codes\\Management & Admin

Yes	0.0503	1				
				1	RD	2024-09-08 3:34 PM
MLA should look to specific professionals in Manitoba to offer courses on specific topics that could help libraries (e.g HR, budgeting/accounting, social service organizations) who could do presentations that would increase library staff knowledge of the list of competencies above. The organizations may not see libraries as a natural partner, but libraries need to learn more about these things, and it should not be only during bi-annual conferences that we are exposed to these topics and issues.						

Codes\\On-line

No	0.0830	3				
				1	RD	2024-09-08 3:04 PM
I personally prefer non formal, on-line training. Either in a group setting or individual learning.						
				2	RD	2024-09-08 3:16 PM
We're all busy and yet we still need to find time to keep learning. It's more work for coordinators but it would be good to offer learning opportunities both in person and online (self-directed or not) since we are all motivated by different situations. I like the in-person because you get to know what other locations are struggling with, share your struggles and possibly find solutions to side issues not necessarily related to the learning event.						
				3	RD	2024-09-08 3:25 PM
The primary challenge seems to be capacity in volunteer-based organizations, but in recent years we have seen innovative ways to deliver programming of value (e.g. mix of online and in-person, booking in-person meetings at a mix of locations inside and outside of Winnipeg)						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Codes\\Participatory

No	0.0524	1				
				1	RD	2024-09-08 3:20 PM
<p>I would love to see workshops and courses that build in opportunities for participatory learning, like pauses for discussion of how different tools can be implemented, how particular practices are used or modified by other colleagues/libraries, discussing how to troubleshoot concerns about tools or techniques, etc. Helps to cement the learning, and helps to support folks who may struggle to figure out how to use something but just need to ask a question or hear a few suggestions or walk through examples in real time.</p>						

Codes\\Partnerships

No	0.0788	2				
				1	RD	2024-09-08 3:00 PM
<p>In-person annual conferences and regional workshops provide critical opportunities for libraries across MB to connect to each other. MLA should encourage large library institutions (WPL, UofM, UofW, RRC, etc) to maximize the learning opportunities for smaller library organizations.</p>						
				2	RD	2024-09-08 3:34 PM
<p>MLA should look to specific professionals in Manitoba to offer courses on specific topics that could help libraries (e.g HR, budgeting/accounting, social service organizations) who could do presentations that would increase library staff knowledge of the list of competencies above. The organizations may not see libraries as a natural partner, but libraries need to learn more about these things, and it should not be only during bi-annual conferences that we are exposed to these topics and issues.</p>						

Codes\\Regionalism

No	0.0285	1				
				1	RD	2024-09-08 3:00 PM
<p>In-person annual conferences and regional workshops provide critical opportunities for libraries across MB to connect to each other. MLA should encourage large library institutions (WPL, UofM, UofW, RRC, etc) to maximize the learning opportunities for smaller library organizations.</p>						

Codes\\Rural needs

No	0.0114	1				
				1	RD	2024-09-08 3:19 PM
<p>I would appreciate learning geared to the needs that small rural public libraries deal with on a day to day basis.</p>						

Codes\\Self-directed

No	0.0454	1				
				1	RD	2024-09-08 3:16 PM
<p>We're all busy and yet we still need to find time to keep learning. It's more work for coordinators but it would be good to offer learning opportunities both in person and online (self-directed or not) since we are all motivated by different situations. I like the in-person because you get to know what other locations are struggling with, share your struggles and possibly find solutions to side issues not necessarily related to the learning event.</p>						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Codes\\Standardization

No	0.0112	1				
				1	RD	2024-09-08 3:35 PM
I think everyone feels like they're lacking in a way, we need some consistency across public libraries at least.						

Codes\\Supportiveness

No	0.0285	1				
				1	RD	2024-09-08 3:19 PM
PD becomes hard to prioritize in the context of austerity budgetings and the resulting low staffing levels. But it's still important. We need to fight for the right, and time, and resources to engage with PD opportunities regardless of the time it takes away from our regular "work".						