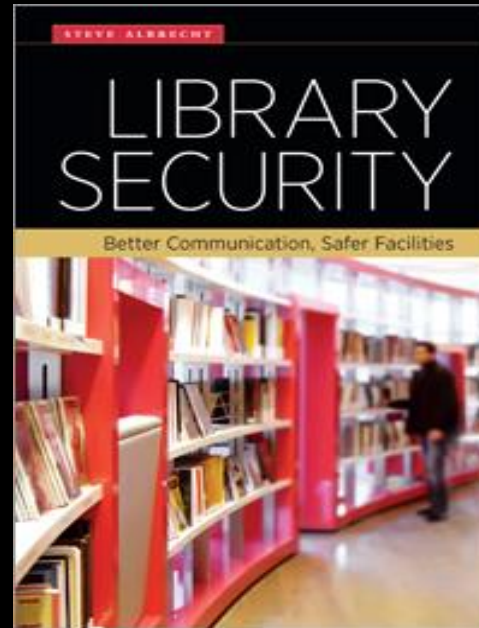


THE LIBRARY SERVICE, SAFETY, AND SECURITY WORKSHOP



Presented for the Wisconsin Valley Library Service by
Dr. Steve Albrecht, SHRM PHR, ASIS CPP, ATAP CTM
866-261-5150

www.DrSteveAlbrecht.com
www.Library20.com

MY LIBRARY TRAINING BACKGROUND

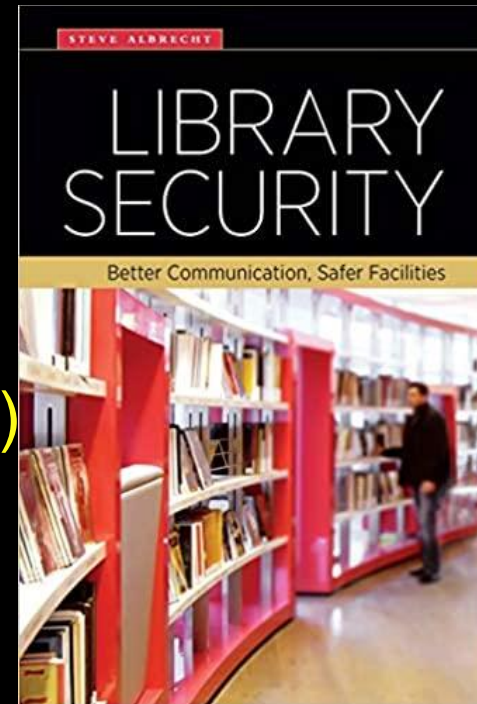
Started teaching library security workshops in 2000.

Started teaching webinars for ALA in 2010.

ALA published *Library Security* in 2015.
(New book, *The Safe Library*, for
Rowman & Littlefield will be out March 2023)

I have taught my classes live and online
to several hundred libraries in 28+ states.

I post two podcasts and two blogs per month at
www.Library20.com (Free to sign up.)



OUR AGENDA

Communication and service skills, security tools.

Enforcing our Code of Conduct.

Setting boundaries with patrons.

Reporting harassment to management.

Managing the Top 15 patron behavior issues.

Active attacker awareness and response.

Small-group roleplays.

(A.L.O.O.C.S.)

And Lots of Other Cool Stuff.

LESSONS I'VE LEARNED IN 22 YEARS (GOOD THINGS)

More focus on Code of Conduct improvements, security, to keep staff and patrons safe.

More security equipment and facility guards in use.

More training, especially in de-escalation and workplace violence prevention.

More focus on Narcan use and overdose responses.

Social workers at the library.

Better police responses.

System-wide Internet access and training.

More community programs.

New library buildings are awesome!

**Dr. Steve's
Essential
Eight**

**Firm, fair,
consistent,
assertive,
legal,
patient,
empathic,
reasonable.**

**Focus on
behaviors,
not labels.**

LIBRARY

Please help maintain a safe and pleasant environment:

NO FOOD, NO DRINKS (WATER IS OK)*

Enjoy your snacks in the Bookmark Café or the outdoor library plaza.

NO CELL PHONES*

Switch off or silence your cell phones. Please take your conversation to the lobby or the outdoor library plaza.

DO NOT MOVE LIBRARY FURNITURE*

Library materials, equipment, and furniture are for all library customers' use.

DO NOT LEAVE YOUR BELONGINGS UNATTENDED*

Safety first!

Your cooperation is appreciated.

*For more information, please see the San Leandro Library Rules of Conduct, approved by the Library - Historical Commission and the San Leandro City Attorney, June 2006.

LESSONS I'VE LEARNED IN 22 YEARS (NOT SO GOOD THINGS)

Recessions and Covid really, really stink.

People who say we don't need libraries if we have Google rarely change their minds.

The number of homeless in this country is way worse.

Intentional misuse of the Internet.

Harassment by male patrons needs to stop.

Teenagers, tweenagers, and disrespectful kids.

Predatory people.

Police are no longer welcome in some libraries.

Fatal attacks on library leaders and staffers.

OUR GOALS

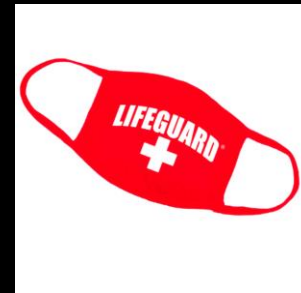
Keep all library employees safe, even with varying degrees of patron compliance.

Remind library staff and the patrons about “The (same as before) Coronavirus Rules.”

Maintain employee trust and regain public trust.

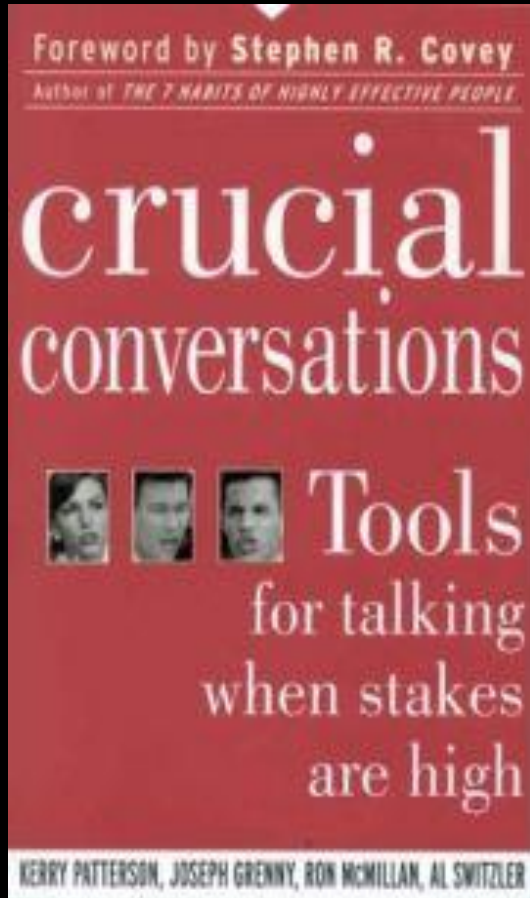
Help all library employees demonstrate patience, empathy, flexibility and support, starting with each other and then the public.

Remember the Lifeguard Model.



Crucial Conversations

by Patterson, Grenny et al. (2002, McGraw-Hill)



Opinions vary.
Stakes are high.
Emotions run strong.

SOME EARLY QUESTIONS

What is the “business impact” at our library?

Do we rationalize unacceptable behavior?

Is our goal “peace” or “justice”?

What should asking for help mean?

How do we align with our patrons?

Do your job or do your job safely?

How do we truly show empathy and patience?

If there are no consequences. . .?

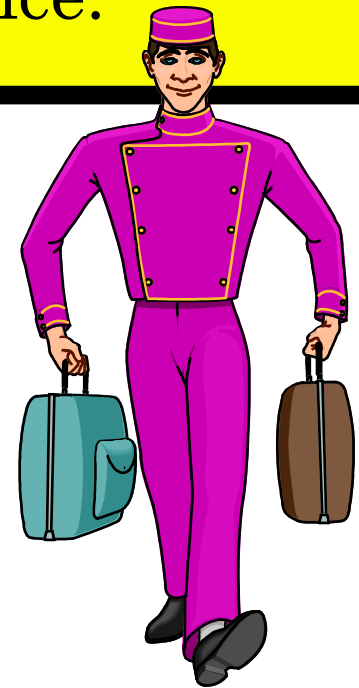
When can we disengage?

Assertiveness, acting skills, space, praise?

The Spirit of Service

An attitude,
based on certain values and beliefs
about people, life, and work,
that leads a person to willingly serve others
and take pride in his or her work.

moment of truth any episode in which the customer comes in contact with some aspect of the organization and gets an impression of the quality of its service.



Three Roles For Employees

Your “Worker” Role

Your “Team Member”
Role

Your “Ambassador”
Role



Three Roles For Supervisors

The “Boss” Role

The “Problem Solver”
Role

The “Coach” Role



SOME SERVICE TOOLS

Everyone wants to show they are in control of their lives. Don't lecture or embarrass them, especially in front of others. Help patrons save face.

Check your body language and tone for empathy and patience. Don't get frustrated or condescending.

Recognize the concept of on-going Moments of Truth.

Use Service Blueprints to fix reoccurring problems that irritate patrons (and staff).

Just Another Day for you; Important Day for the Patron.

Just Another Service Interaction for You; Significant Service Interaction for the Patron

Use the G.R.E.A.T. service tool.

G.R.E.A.T. PATRON CARE

Greet the patron with eye contact.

Reassure the patron you're here to help them.

Explain what you will do to or for the patron.

Act accordingly, using your skills, policies, or protocols.

Thank the patron for his or her cooperation.

INTRODUCE / EXPLAIN / ASK

Introduce yourself. Try to get the person's name.

Explain:

"I noticed that . . . "

"The reason I'm here is . . . "

"I'm sure you already know this, but . . . "

Ask: "I need to ask you to . . . "

DR. GEORGE THOMPSON'S VERBAL JUDO™

Listen actively

Empathize

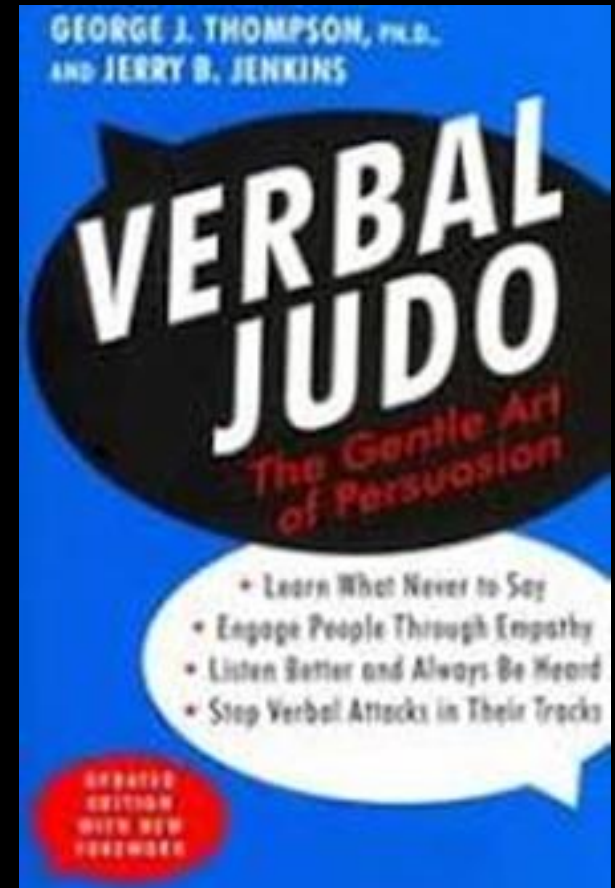
Ask questions

Paraphrase

Seek solutions

V ≠ J

Validate ≠ Don't Justify





THE SEVEN SINS OF CUSTOMER SERVICE

1. Apathy
2. The Brush-off
3. Coldness
4. Condescension
5. Robotism
6. The Rulebook
7. The Runaround



PHRASES THAT MAY WORK

“You can’t do that if you want to stay here.”

“Our insurance won’t allow that.”

“Let’s talk about what I can do for you.”

“I know you want some information about what’s happening.”

“I can see you’re upset.”

“I want to give you an update or tell you about the waiting time.”

“I’m sorry. I’m not trying to make you mad.”

“You could be right.”

“Please help me do my job for your safety.”

“I know you’re not trying to scare the other people here.”

JUSTIFYING PHRASES THAT DON'T WORK

"You need to be quiet."

"That's not our policy."

"What **you** need to understand is . . ."

"I can't help you. I don't know who can."

"I'm going on my break."

"You didn't read the instructions or directions."

"That's just our policy. It's against our policy."

"You wouldn't understand . . ."

"It's none of your business why . . ."

"What do you want me to do about it?"

"I'm not going to tell you again or explain it again."

"Why can't you be reasonable?"

FIVE SECURITY TOOLS

Use space and distance, stand at an angle, no closer than arm's length. Use your proxemic barriers. Change the ratios of confrontation.

Use your acting skills. Speak assertively. Trust your intuition. (Read Gavin de Becker's *The Gift of Fear*.)

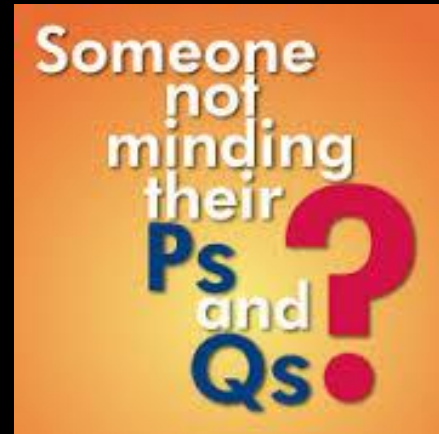
Shake hands and/or sit down with the patron.

Use Security Incident Reports as leverage and learning tools.

Use staff meetings to roleplay typical problem issues and problem patrons.



CODE OF CONDUCT



In my Perfect Library World, your facility would post the Code of Conduct in many visible locations, in poster-sized versions.

"We are firm, fair, consistent, assertive, and reasonable in the application of our Code of Conduct."

Putting the Code of Conduct on a clipboard behind the Circulation Desk or only on your web site, is not enough.

Code of Conduct language needs to be written positively, and in plain English, not legalese.

THE CHALLENGING 15

The Harassing Patron

The Stalking Patron

The Patron Who Monopolizes Staff Time

The Lonely Patron

The Entitled and Rude Patron

The Patron Experiencing Homelessness

The Mentally Ill Patron

The Substance-Abusing Patron

The Tweenaged Patron

The Patron Who Steals

The Technologically-Confused Patron

The Elderly or Disabled Patron

The Hygiene-Challenged Patron

The Patron Who Misses the “Old Days” at the Library

The Patron Who Hogs or Misuses the Internet

THE HARASSING PATRON

Behaviors: Physical, verbal, sexual, or racially harassing actions; creates a hostile work environment using intimidation, size, space-invading, fear, humiliation, embarrassment.

Reasons: Learned behavior; past behaviors that have worked; their need to keep people one-down to them; either unaware or don't care about gender, cultural, or diversity differences.

Tools: Tell them to stop, early. Report it. Call out the behaviors, enforce consequences, use supervisor interventions, suspensions, expulsions.

PATRONS HARASSING STAFF

70-30 Female to Male staff ratio in many libraries.

Introverts versus Extroverts on staff.

May not understand how they can and need to set boundaries with patrons.

Don't always understand the concept of "multiple channels of reporting."

May have had, seen, or heard about a less-than effective response from management.

We need to enforce real consequences.

Stalking, with real fear, is a felony in all 50 states.

THE STALKING PATRON

Behaviors: Overly-involved with certain targeted staff members, bordering on obsessive personal interest. Gathers personal information about people, may have multiple targets.

Reasons: Entitled, aggressive, mentally ill, lonely, needy, creepy, immature, doesn't recognize social boundaries. Likes to control people, by using fear, intimidation, veiled or conditional threats.

Tools: Reveal no personal information. Report their behavior and stop it early. Don't manage this situation alone. Get the police involved if necessary. Biggest risk is if there was a previous love relationship; less prone to violence if not. Use patron discipline policies.

THE PATRON WHO MONOPOLIZES STAFF TIME

Behaviors: Otherwise known as the “Patron With 1,000 Questions.” They don’t seem to be satisfied with your answers or ideas. Can be a little passive-aggressive.

Reasons: Lonely, confused, bored, entitled; they like the attention. They may do this at other places too.

Tools: Be patient, but set limits on what you can and will do. Use the “Rule of Three” as to how many solutions you will provide. Say, “I need to move on to help other patrons” or “I need to do other parts of my job.” Connect them with other staff who may be a better fit.

THE LONELY PATRON

Behaviors: The library is a source of human connection. They can be nice and needy or rude and needy. Your “frequent fliers.”

Reasons: Age, lack of social skills, failed relationships, friends and family moved on or passed away, new in town. Could be “The Starer.”

Tools: See them for who they are, with empathy and patience. Connect them to others and activities that will expand their social circles.

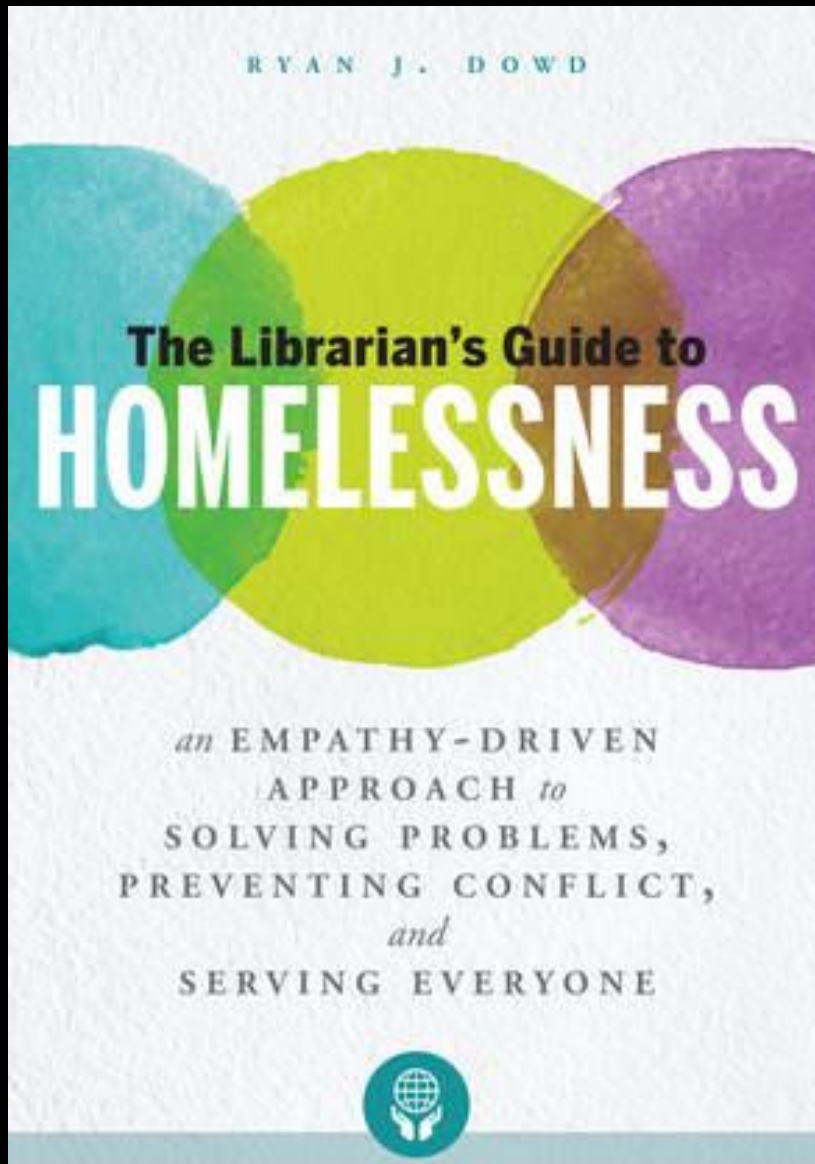
THE ENTITLED, RUDE PATRON

Behaviors: “I pay your salary!” is one of their favorite phrases or mindsets. They can be dismissive if you don’t help right away. They ignore the rules, refuse to cooperate; no patience for others. They use verbal or physical intimidations, aggressive behaviors; they can be sarcastic, rude, demeaning in conversations.

Reasons: It works for them in other life encounters. They have low self-esteem, which they mask with bravado.

Tools: Provide firm, fair, and consistent service. Acknowledge their impatience. Praise them when they act appropriately. Use alignment. Ignore their comments. Don’t argue or try to change their minds.

HomelessLibrary.com



Ryan J. Dowd
(ALA, 2018)

Fire Tools: Punishment-Driven
Enforcement

Water Tools: Empathy-Driven
Enforcement

SERVING PATRONS EXPERIENCING HOMELESSNESS

From Ryan Dowd:

People who spend two weeks or less being homeless, with no major life issues: 50%

People who spend two weeks to one year being homeless, with one major life issue: 40%

People who spend 1+ to 20 years being homeless, with multiple life issues: 10%

HOMELESS, MENTAL HEALTH, SOCIAL SERVICES SUPPORT

In my Perfect Library World, we will create working partnerships with public and private advocacy groups that specialize in dealing with your most challenging patrons:

City / County Homeless Shelters.

County Behavioral Health Services, Hospitals, or Clinics.

County Social Services.

Library leadership.

Police / Sheriff's / PERT leadership members.

Substance abuse treatment facilities.

Adult, Child, Elderly, Disabled Protective Services.

Housing Authority specialists.

Voc Rehab / Job Skills specialists.

Faith-based and grant-funded homeless outreach.

THE PATRON WITH MENTAL HEALTH ISSUES (OR A TRAUMA BACKGROUND)

Behaviors: Serious untreated mental disorders. They can monopolize staff time and raise safety and security concerns. They can be fearful, anxious, confused, angry, delusional, unreasonable, uncooperative, and unwilling to follow the rules. They can be cyclical in their thinking and behavior. They can be victims or victimizers. Progress is slow.

Reasons: Undiagnosed, under-treated, under-medicated, wrongly-medicated, self-medicated.

Tools: Use careful tones; use space and distance; build rapport. Know the three-type criteria and get help from social services and police. Consider restraining orders for the chronically problematic.

THE PATRON WITH A SUBSTANCE ABUSE DISORDER

Behaviors: Stimulant drug use makes them erratic, irrational, and confrontational. Opiate drug use makes them susceptible to overdose. They use alcohol and/or marijuana to cope with the rigors of withdrawal.

Reasons: Too many to list: failed relationships, history of abuse, pain management, family genetic history.

Tools: Try to recognize their drug of choice by the odors, pupil size, and behavior. Ask them to leave for the day. Get help from a staffer, supervisor, or the police. Be aware of potential medical issues. Narcan training?

Opiate Users Under the Influence

- Opiate narcosis – “on the nod.”
- Slacked, flushed face, dry mouth, slow movements and responses, slurred speech.
- Pinpoint pupils, droopy eyelids.
- Slow pulse.
- Itching, yawning, raspy voice.
- Fresh injection sites.
- Lack of awareness.

Serious Safety Hazards

- ☠ Bloodborne pathogens (lots of vomit)!
- ☠ MRSA!
- ☠ HIV/AIDS!
- ☠ Hepatitis!
- ☠ Fentanyl exposure!
- ☠ Needle sticks!
- ☠ Gloves, mask must be used!



THE STUDENT / TWEENAGED PATRON

Behaviors: Rude to staff in front of their peers; more cooperative alone. Intentionally breaks or doesn't follow rules to see what they can get away with. May be the pack leader or a follower in groups.

Reasons: Trapped by peer pressure, hormones, immaturity, and the need to be in control or save face.

Tools: Talk to them away from the group if possible. Use the "Introduce-Explain-Ask" approach. Reward their compliance with praise. Send them out for the day if it's pervasive or severe. Choose the staff member with the best alignment. My two phrases? Call their parents?

THE PATRON WHO STEALS

Behaviors: Furtive, “casing behaviors” near the things they want to steal. In the library, they will target staff or patron property, cell phones, tablets, laptops, purses, backpacks, wallets, DVDs, books, equipment, charity jars.

Reasons: Too many to list.

Tools: Intervene with offers to help if they seem to be casing. Call the police to report petty or grand thefts. Encourage patron-victims to make a police report.

THE TECHNOLOGY-CONFUSED PATRON

Behaviors: Asks a lot of questions about how to use the computers, Internet, and library machines.

Reasons: They either didn't learn, don't know, learned and forgot, or learned and just like the attention from staff. Some older patrons seem to almost resent advances in technology, preferring the "old days and old ways."

Tools: Be patient, use and provide checklists, cheat sheets, templates. Find the staff member with the best alignment. Praise them when they get it right, without your help. Suggest classes? Partner them with a mentor?

THE ELDERLY OR DISABLED PATRON

Behaviors: They may have significant mobility and/or cognitive issues, based on age or physical conditions. They can be angry, sad, depressed, entitled, impatient, out of touch with reality, or even victimized by their “caregivers.” (Watch for Sundowner’s Syndrome.)

Reasons: Age, accidents, congenital, diseases.

Tools: Be respectful and patient. Talk to them in an adult voice, using simple questions and answers. Provide enough space for wheelchairs, if necessary. Ask them how specifically you can help them. Be aware of potential abuse issues; contact APS, social workers.

THE HYGIENE-CHALLENGED PATRON

Behaviors: Infrequent showers, teeth brushing. Body and mouth odors, unclean clothes, worn repeatedly. Their personal hygiene is noticeable and impacts others.

Reasons: Health-related, laziness, religious beliefs, depression, medication-driven, distracted by life issues, revenge on others.

Tools: Have the necessary “care-fronting” conversation and discuss the impact on others. Don’t judge; set expectations and ask if you need to make accommodations.

THE PATRON WHO MISSES THE “OLD DAYS” AT THE LIBRARY

Behaviors: “This place is too noisy! It’s like Starbucks in here! Too many kids! Too many programs and not enough peace and quiet! Where is the card catalog?”

Reasons: Stuck in their desire for a nostalgia that won’t return. They may have legitimate concerns or are just cranky about the speed and pace of life today.

Tools: Agree with them and be supportive and patient. Remind them that it’s still about books, periodicals, research, and learning. Don’t try to change their minds with too many examples of what’s new, fun, and different.

UNEVEN INTERNET USE

Four possible approaches:

We filter and we enforce our policies.

We filter and we don't enforce our policies.

We don't filter and we enforce our policies.

We don't filter and we don't enforce our policies.

Worst cases: child pornography, unwanted exposure to pornography, malware, ransomware, machine hogging leading to fights.

THE PATRON WHO HOGS OR MISUSES THE INTERNET

Behaviors: They ignore time limits or the needs of other patrons. They monopolize the PCs, under the cover of doing “work.” Or they watch porn and delight in making staff, children, parents, or other patrons angry or uncomfortable.

Reasons: Selfish for the first type; odd, eccentric, narcissistic, predatory, compulsive, immature for the second. They seem to like antagonizing people.

Tools: Enforce your rules and Code of Conduct. Use discipline, including expulsion for repeated events. Call the police for actual or suspected illegal sexual behaviors.

THE NEW POLICE RESPONSE MODEL FOR YOUR LIBRARY

“We need a new way forward. We will always need the police, but not always. We need to use other resources and call the police when there are clear signs of impending danger, violence, injury, or weapons.”

Dr. Steve Albrecht

WHEN MIGHT WE NOT NEED A POLICE RESPONSE IN OUR LIBRARIES?

Petty theft.

Mentally ill or drunk/on drugs patron.

Loud, eccentric, rude, disturbing patron.

Drug overdose event. (Paramedics needed, not cops.)

Crime case where the victim will not cooperate with them.

Patrons arguing with each other.

Found marijuana.

Vicious dog?

Students fighting (no injuries); truancy issues; child abuse
(Call CPS / APS directly to report)?

Patron gets property stolen or car hit. (They can call.)

PERPETRATORS OF WORKPLACE VIOLENCE PER OSHA

Type 1: Criminals.

Type 2: Taxpayers, customers, students, patients, passengers, vendors, etc.

Type 3: Current or former employees.

Type 4: Current or former spouse/partner of an employee.

Filmed July 2012,
just two weeks
before the Aurora,
CO movie theater
shootings that left
12 dead.



A joint
project with
DHS and the
City of
Houston, TX.



A rare but catastrophic event.
Awareness training (use the videos).
An annual 15-Minute Drill.



RUN. HIDE. FIGHT.



The California
State University



THE “ACTIVE SHOOTER OR ARMED ATTACKER” RESPONSE



Knowing the Ins and Outs:
Where?

Run (Get Out, **Evacuate**)

Hide (Lock Out, **Barricade**)

Keep Out

Spread Out

Fight (Take Out, **Protect**)

Cover vs. Concealment?

A 15-minute Drill

PERSONAL PROTECTION

Pay attention to personal space; use a bladed stance.

Use careful eye contact, polite handshakes.

Stay in **Condition Yellow**.

Change the ratios of confrontation.

Develop (and remember) code words.

Use proxemic barriers or invite the patron to sit with you.

Use physical movement and the Assertive Whisper.

Use "Secret Service Hands."

FACE-TO-FACE OR OVER-THE-COUNTER



Assess people. Read the body language signs of anger versus cooperation.

Think about past encounters.

Don't allow harassing or stalking-type behaviors; report these.

Move closer to build rapport.
Stay back if they are angry.

Use space and distance and proxemic barriers.

Practice venting and validation.

TELEPHONE SKILLS



Over the phone, body language is missing, so tone is all we have.

Neutral, friendly, polite.

Get permission to put them on hold.

Get a callback number.

Under-promise and over-perform.

Set boundaries for their bad behavior.

KEEPING IT SPECIAL

1. Greet each patron immediately or when passing by.
2. Give each patron you meet your complete attention.
3. Make the first 30 seconds count for our patrons.
4. Play your part to be real, not phony or bored.
5. Show your energy with sincere friendliness.
6. Be the patron's problem-solver.
7. Use your common sense.
8. Bend the rules when the situation calls for it.
9. Make the last 30 seconds count for our patrons.
10. Take good care of yourself.

CLOSING THEMES

We can't pick our customers, but we can enforce our policies and continually create a safe and secure culture, together.

Every employee is in charge of service, safety, and security.

Certain employees align with certain patrons better than their colleagues. Encourage "acting skills" on the floor.

Train employees in "high-risk" customer service skills (a/k/a "Verbal Judo"), face-to-face, and over the phone.

Use role-plays during staff meetings to create better responses to common security situations.

CLOSING THEMES

Always assess the Business Impact.

Update, discuss, and post your Code of Conduct.

Stay firm, fair, consistent, assertive, and reasonable.

Change your vocabulary about certain patrons from “difficult” to “challenging.”

Create on-going working relationships with police, mental health, homeless, social services, and public or private agencies.

CLOSING THEMES

Develop creative answers to common patron questions, behavior problems, or complaints.

Document new, on-going, or chronic problems with Security Incident Reports.

Use more civil stay-away orders, both verbal and served.

Try a lighter touch first; you can always get tougher.

Have courage.