New Research on Staff and Leadership Development in Technical Services
ALCTS Webinar Series
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Contact Information

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Webinar Goals

• A Better Understanding of the Issues Facing Technical Services Departments

• An understanding of the new skills needed by staff working in technical services

• An understanding of how libraries are addressing the training needs of staff in technical services

• Overview of how libraries identify emerging leaders and deal with succession planning
Background

• Brainchild of the 2015 ALCTS President’s Program Committee

• After literature review, decision was made to create a survey to “hopefully” get more answers!

• Based off of SPEC Kit 344: Talent Management (November 2014)

Challenges
Issues
The Future
NEXT EXIT
I GOT SKILLS
Survey Background

• **Survey topics include:**
  
  • Demographics of Technical Services
  • Leadership Development
  • Leadership skills
  • Succession Planning
  • Skills Needed for Technical Services
  • Skill sets of New Hires
  • Selecting training opportunities
Survey Background

• Survey contained 29 Questions

• Distributed via Qualtrics to two populations:
  
  ▪ Group 1: Academic and Large Public Libraries – Groups include Oberlin, Association of Research Libraries, and University Libraries Group
  
  ▪ Group 2: 13 Listservs related to Technical Services
Survey Background

- Emerging Leaders
- Succession Planning
- Current Functions in Technical Services & Level of Staff and their Roles
- Technical Skills
- Soft Skills
- Leadership Skills
- Working Style Skills
- Training
Survey Responses

• Group 1
  - Survey sent to 627 staff members.
  - 91 survey responses were submitted
  - 15% response rate

• Group 2 – 80 responses
Survey Demographics

- Community college or 2-yr College: 4%
- 4-year College: 7%
- 4-year University: 7%
- Public Library (large research-focused): 20%
- Public Library (community focused): 58%
- Special (Corporate, Medical, Government, etc.): 1%
Survey Results: Emerging Leaders

- How do Libraries identify “Emerging Leaders”?
  - job performance or evaluation
  - Staff who demonstrate specific skills
- 84% Do not have a formal program or offer coaching to assist with leadership development
Survey Results: Emerging Leaders

For those Libraries that do actively develop emerging leaders:

- Mentor Program: 39%
- Use External Program: 35%
- Internal Program: 26%
Survey Results: Succession Planning

• Formal Succession Plan?:
  ▪ 92% - No
  ▪ 8% - Yes

• For those Libraries with a Formal Succession Plan:
  ▪ Documentation of Work Duties
  ▪ Strategic Planning
Survey Results: Current Functions in Technical Services

- Acquisitions
- Traditional Cataloging
- E-resource Management
- Licensing
- Binding
- Metadata Services
- Vendor Management
Survey Results: Mixed Functions

• Collection Development
• Institutional Repository Support
• Institutional Repository Management
• Scholarly Communication
Survey Results: Functions Areas Not in Technical Services

- Library Publishing
- Digital Humanities Support
Survey Results: Level of Staff & Their Roles

Areas where Librarians have all or a majority of Leadership/Management roles:

• Collection Development
• Licensing
• Metadata Services
• E-resource Management
Survey Results: Level of Staff & Their Roles

Areas where Librarians and Paraprofessionals share Leadership/Management equally:

• Digital Production Services
• Traditional Cataloging
Survey Results: Level of Staff & Their Roles

Areas where Paraprofessionals currently have all or majority of the Leadership/Management role:

• Binding
• Print Preservation
• Acquisition
Survey Results: Most Important Technical Skills

• Metadata/Cataloging Standards
• Ability to Use Productivity Software
• Facility with Computer Hardware & Software
• Knowledge of the Functionality of the Different Library Systems & How the Different Systems can (or cannot) Work Together
Survey Results: Least Important Technical Skills

- Web Application Development
- Web Design/Standards
- Programming
Survey Results: Technical Skills Most Often Possessed by New Hires

• Ability to Use Productivity Software
• Facility with Computer Hardware & Software
• Knowledge of Metadata/Cataloging Standards
Survey Results: Technical Skills Not Often Possessed by New Hires

- Web Application Development
- Web Design/Standards
- Programming
- Understanding of Data Mining and Data Visualization
Survey Results: Most Important Soft Skills

- Problem Solving
- Ability to Continuously Learn New Skills
- Critical Thinking Skills
- Communication Skills
Survey Results: Least Important Soft Skills

- Negotiation
- Transparency
- Multitasking
Survey Results: Soft Skills New Hires Most Often Possess

- Ability to Continuously Learn New Skills
- Problem Solving
- Critical Thinking
- Time Management
- Communication Skills
- Taking Initiative
Survey Results: Soft Skills Not Often Possessed by New Hires

- Negotiation
- Project Management
- Transparency
Survey Results: Most Important Leadership Skills

• Ability to Understand the Mission of the Organization
• Participatory Management Skills
• Ability to Inspire/Motivate Others
• Knowledge of Library Services & Programs
Survey Results: Least Important Leadership Skills

- Fiscal Management
- Funding & Development
- Having a Strong Leadership Perspective
Survey Results: Leadership Skills New Hires Most Often Possess

- Ability to Understand the Mission of the Organization
- Knowledge of Library Services and Programs
- Ability to Motivate/Inspire Others
- Participatory Management Skills
Survey Results: Leadership Skills Not Often Possessed by New Hires

• Fiscal Management
• Funding & Development
• Having a Strong Leadership Perspective
Survey Results: Most Important Working Style Skills

• Flexibility
• Ability to Prioritize/Workflow
• Ability to Work Independently
• Ability to Work Within a Team
• Problem Solving
Survey Results: Least Important Working Style Skills

• Best Practices
• Change Management
• Organized
• Analytical & Detailed
Survey Results: Working Style Skills Most Often Possessed by New Hires

• Ability to Work Independently
• Ability to Work Within a Team
• Analytical & Detailed
• Organized
Survey Results: Working Style Skills Not Often Possessed by New Hires

- Change Management
- Best Practices
- Ability to Prioritize/Workflow
- Flexibility
Survey Results: Supported Training Activities

• Free Online
• Purchased Online
• Face-to-Face, No Travel
• Face-to-Face, Travel
Survey Results: Supported Training Activities

• Training Within the Library
• Library Associations
• Other Associations
• Library Consortium
Survey Results: Conferences for Professional Development in Technical Services

- ALA (includes ALCTS)
- Charleston
- Electronic Resources & Libraries
- NASIG
Survey Results: Training Missing from Library Marketplace

- License review/negotiation
- Leadership Training/Management
- Effective Communication
- Meeting Management
- Project Management
Literature & Survey Data

• Taylor, Meredith A. & Lee, Elida. SPEC Kit 344: Talent Management (November 2014)

• Davis, Jeehyun Yun. “Evolving Functions in Large Research University Libraries.” *LRTS*
SPEC Kit 344 Highlights

- Large number of staff retirements
- Impact of Executive Leadership turnover
- Leadership Development
- Succession Planning
- Change in Job Duties
- Librarian/Paraprofessional skills
Literature Highlights

- Large number of staff retirements
- Reorganizing
- Evolving functions – new services
- Job Skills
Current & Future Challenges

- Changing formats
- Changing needs of patrons and researchers
- Discoverability & Accessibility
- Managing Change
- New Technology
Changing Formats

• Scholarly Record
• Research Data
Changing Needs of Patrons & Researchers

• Scholarly Record & Research Data
• Publishing
• Patron Behavior
Discoverability & Accessibility

• Data
• Online Services
• Mobile Technology
• Semantic Web and Linked Data
Managing Change & New Technology
Future Research

- MLS Programs
- Management & Leadership In Technical Services
- Emerging Leaders
- Succession Planning
For Further Information


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QUESTIONS?

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