



New Research on Staff and Leadership Development in Technical Services

ALCTS Webinar Series

February 15, 2017

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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

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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)
- Preliminary survey results provided at the 2016 ALA MidWinter Meeting Symposium: “Re-envisioning ‘Technical Services’ to Transform Libraries: Identifying Leadership and Talent Management Practices”

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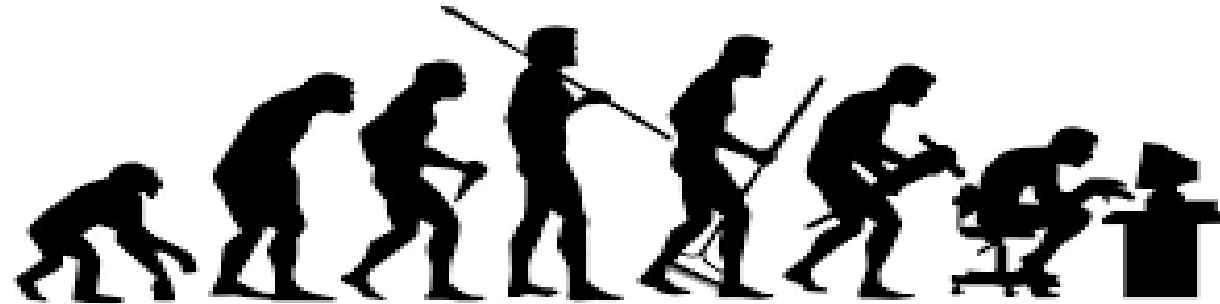
Challenges Issues



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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

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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

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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

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Survey Responses



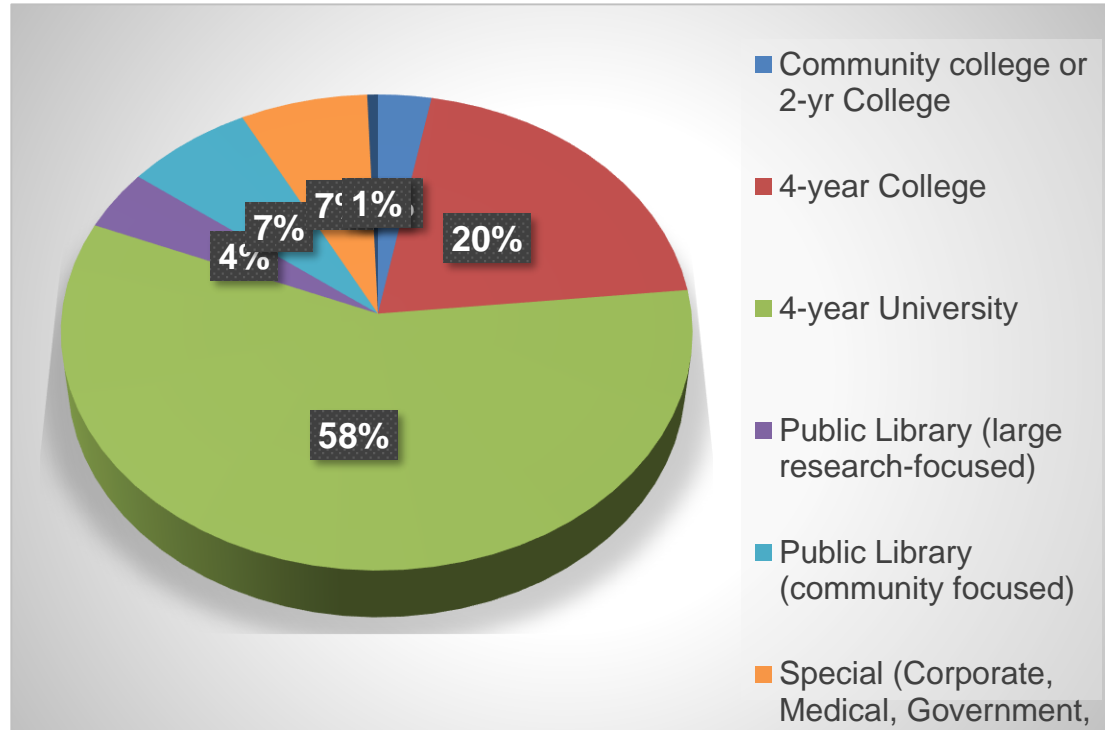
- Group 1
 - Survey sent to 627 staff members.
 - 91 survey responses were submitted
 - 15% response rate
- Group 2 – 80 responses

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Survey Demographics



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Survey Results: Emerging Leaders

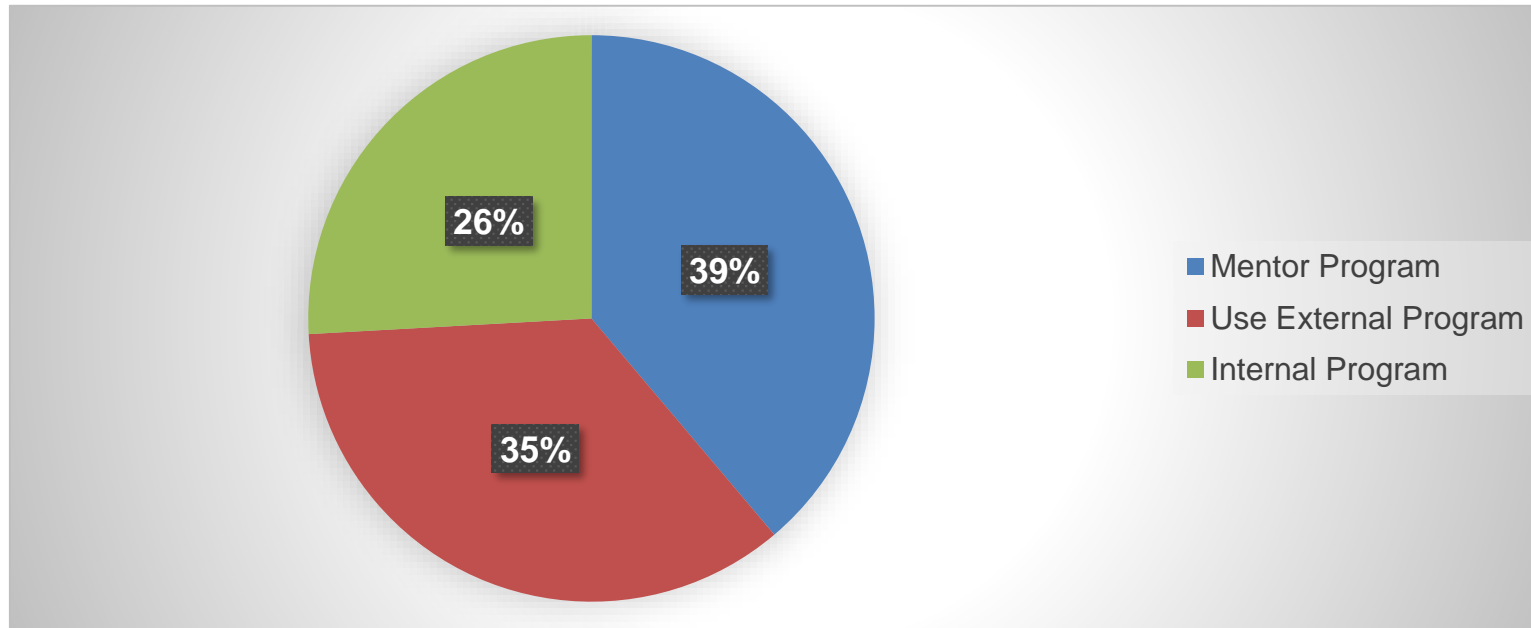
- How do Libraries identify “Emerging Leaders”?
 - job performance or evaluation
 - Staff who demonstrate specific skills
- 84% Do not have a formal program or offer coaching to assist with leadership development

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Survey Results: Emerging Leaders

For those Libraries that do actively develop emerging leaders:



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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

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Survey Results: Mixed Functions

- Collection Development
- Institutional Repository Support
- Institutional Repository Management
- Scholarly Communication

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Survey Results: Functions Areas Not in Technical Services



- Library Publishing
- Digital Humanities Support

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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

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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

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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

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Survey Results: Technical Skills Not Often Possessed by New Hires

- Web Application Development
- Web Design/Standards
- Programming
- Understanding of Data Mining and Data Visualization

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Survey Results: Most Important Soft Skills

- Problem Solving
- Ability to Continuously Learn New Skills
- Critical Thinking Skills
- Communication Skills

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Survey Results: Least Important Soft Skills

- Negotiation
- Transparency
- Multitasking

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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

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Survey Results: Soft Skills Not Often Possessed by New Hires

- Negotiation
- Project Management
- Transparency

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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

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Survey Results: Least Important Leadership Skills

- Fiscal Management
- Funding & Development
- Having a Strong Leadership Perspective

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Survey Results: Leadership Skills New Hires Most Often Possess



- Ability to Understand the Mission of the Organization
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Survey Results: Leadership Skills Not Often Possessed by New Hires

- Fiscal Management
- Funding & Development
- Having a Strong Leadership Perspective

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Survey Results: Most Important Working Style Skills



- Flexibility
- Ability to Prioritize/Workflow
- Ability to Work Independently
- Ability to Work Within a Team
- Problem Solving

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Survey Results: Least Important Working Style Skills

- Best Practices
- Change Management
- Organized
- Analytical & Detailed

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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

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Survey Results: Supported Training Activities

- Free Online
- Purchased Online
- Face-to-Face, No Travel
- Face-to-Face, Travel

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Survey Results: Supported Training Activities

- Training Within the Library
- Library Associations
- Other Associations
- Library Consortium

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Survey Results: Conferences for Profession Development in Technical Services



- ALA (includes ALCTS)
- Charleston
- Electronic Resources & Libraries
- NASIG

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Survey Results: Training Missing from Library Marketplace



- License review/negotiation
- Leadership Training/Management
- Effective Communication
- Meeting Management
- Project Management

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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*

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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

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Literature Highlights

- Large number of staff retirements
- Reorganizing
- Evolving functions – new services
- Job Skills

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Current & Future Challenges

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

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Changing Formats

- Scholarly Record
- Research Data

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Changing Needs of Patrons & Researchers

- Scholarly Record & Research Data
- Publishing
- Patron Behavior

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Discoverability & Accessibility

- Data
- Online Services
- Mobile Technology
- Semantic Web and Linked Data

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Managing Change & New Technology



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Future Research

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

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For Further Information

- Taylor, Meredith A. & Lee, Elida. SPEC Kit 344: Talent Management (November 2014)
<http://publications.arl.org/Talent-Management-SPEC-Kit-344/>
- Davis, Jeehyun Yun. “Evolving Functions in Large Research University Libraries.” *LRTS* 60(1): 2015
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For Further Information

- Bell, Steven, Dempsey, Lorcan, & Fister, Barbara. “New Roles For the Road Ahead: Essays Commissioned for ACRL’s 75th Anniversary.” 2015: <http://acrl.ala.org/newroles/wp-content/uploads/2014/11/New-Roles-for-the-Road-Ahead-COMMENT-DRAFT.pdf>

For Further Information

- Lavoie, Brian, Eric Childress, Ricky Erway, Ixchel Faniel, Constance Malpas, Jennifer Schaffner, & Titia van der Werf. “The Evolving Scholarly Record.” OCLC Research. June 2014:
<http://www.oclc.org/content/dam/research/publications/library/2014/oclcresearch-evolving-scholarly-record-2014.pdf>

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QUESTIONS?

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