Case Studies: Residencies, Peer Training, and Succession Planning

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#alctsce
The National Digital Stewardship Residency Model & Lessons for Technical Services

Early-Career Residencies

Jacob Nadal. Executive Director, ReCAP
1. In the 2000s, staff shortages looked inevitable.
2. Graduate Library and Info Science (MLIS) programs recruited heavily.
3. The economy tanked, just as the internet became the dominant publishing system.
4. Retirements delayed, positions cut and lines reallocated to respond to changing technology.
5. Many recent grads stuck without a job, or stuck relocating for term-limited work.
Yet More Problems

- We need a new generation of technical services leadership
  - *Not managers, but rather, inspiring experts*

- We need a diverse library, to serve diverse library audiences
  - *Not just a diverse library workforce, but also diverse collections and services*
Constraints not Failures

- Residency programs take big problems...
  - Residents have to relocate to the job
  - The job is term-limited and temporarily funded
- ... and treat them as design constraints rather than regrettable failures,
Intentional Outcomes

so that our limited resources can be focused on solving other problems:

- Build a professional network and cultivate a professional identity
- Imbue that professional identity with goodwill
- Acquire and gain experience with the diversity of skills and knowledge that our libraries need
National Digital Stewardship Residency

- IMLS-funded initiative with administrative home at Library of Congress
  - NDSR-DC now in its third year.
  - Independent programs in New York and Boston are both in their second year.
- In total, 25 residents to date and 15 to come
- All employed in our sector, most in libraries, as well as archives, museums, etc.
Critical Features

- Geography
- Cohort
- Mentors
- Projects
- Education

- Proximity, Places, People
- Support, Feedback, Encouragement
- Coaching, Professional Guidance
- Deliverables and Goals, not Assignments
- Reflective Practice
Valuable Differences

- Schedule and types of continuing education
- Size and composition of the cohort
- Blend of in-person and on-line interaction
- Nature and scope of projects

- This is rich ground for cultivating diversity
Diversity

- **Ugly fear:** diversity is a distraction
- **Smart reality:** diversity is a means to an end...

*Every reader their book, and every book its reader*

- Diversity is not only who we employ, it is also what we collect and how we make collections accessible.
- Diversity means the language skills, cultural competencies, and specialist abilities required to fulfill our mission.
Technical services needs people who can
- Excel as specialists outside the administrative ladder
- Bring a diverse set of skills, knowledge, and expertise to bear on a wide array of library collections

Residencies are a good way to introduce people to technical services and entice them to stay.
- Residencies can encourage diversity through the resident cohort, the projects undertaken, or the institutions involved
- A cohort-based model can help them get engaged and position them for leadership.

Challenge to expert technical services staff: Stop working, start teaching.
Thank you!
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This talk: http://www.jacobnadal.com/582
Peer Training: At Your Institution, Within Your Profession, and With Your Colleagues

FEBRUARY 22, 2017
ELYSSA M. GOULD
HOSTED BY ALCTS, ASSOCIATION FOR LIBRARY COLLECTIONS & TECHNICAL SERVICES
What is peer training?

- An informal, grassroots effort
- The sharing of skills or knowledge with others, while working towards a common goal
Why is it important?

- Professional development, for yourself and others

- To expose yourself to other viewpoints
Know thy self

Personality tests can help you understand how to fit in with others, and therefore how to take advantage of peer training you might experience, or how you might best offer peer training.

Some tests include: StrengthsFinder, Myers Briggs, and Enneagram
As a new professional

- Formal/informal mentoring
- As a fresh set of eyes
- Meeting institutional needs in creative ways
In newly-created positions

- As an information conduit
- Through ‘guerilla’ advocacy
In professional organizations

- Through groups already inclined to peer training
- Suggesting new programs or ideas
Lessons I’ve Learned

- Peer training comes from unlikely sources
- Willingness and openness goes a long way
- There are unexpected outcomes
- Collaboration and advocacy are key
- It takes all forms
Thank you!

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LEAD BY EXAMPLE!

HOW STRATEGIC AND SUCCESSION PLANNING MOTIVATE, INSPIRE AND DIVERSIFY TALENT WITHIN YOUR ORGANIZATION

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FEBRUARY 22, 2017

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A CASE STUDY: A DIRECTORATE-LEVEL REORGANIZATION

- 2008 reorganization
- Library of Congress, Acquisitions & Bibliographic Access Directorate
- Combined acquisitions and cataloging divisions
- Impacted:
  - Work locations and conditions
  - Staff and their positions in organization
  - Operations

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LEARNING OBJECTIVES

- Discuss practical approaches to strategic/succession planning when reorganizing or dealing with major change
- Recommend methods to support professional development in technical services
- Identify program models which can support management efforts during times of change

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Change is Constant and Inevitable

Change Management

Implement

Evaluate and Assess

Develop Best Practices

Redesign and Restructure

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Align strategic/succession planning with institutional goals

Prioritize strategies

Seek and share information widely

Eliminate expensive and time consuming tasks

Set long and short term goals
REDESIGN AND RESTRUCTURE

- Create a multi-level learning infrastructure
  - Classroom training
  - On the job cross training
  - Mentoring
  - Staff pairing

- Effect technological changes
  - Leverage digital resources to cut in-person costs
  - Utilize distance learning methodologies

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DEVELOP BEST PRACTICES

- Be proactive when planning
- Build teams to manage change
- Establish external collaborations
- Include stakeholders representing diverse groups
- Provide clarity and transparency

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LESSONS LEARNED DURING IMPLEMENTATION OF REORGANIZATION

- Balance staff expectations vis-à-vis institutional mandates
- Learn when to make decisions unilaterally or with groups
- Engender a sense of ownership and empowerment
- Recognize generational differences and approaches to work
- Understand the importance of listening and coaching

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KEYS TO MOTIVATE AND INSPIRE DURING MAJOR CHANGE

- Foster good work ethics
- Recognize accomplishments
- Recruit high caliber and diverse staff
- Provide counsel and guidance
- Raise awareness of professional opportunities

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PROFESSIONAL DEVELOPMENT PROGRAMS AT LIBRARY OF CONGRESS

- FutureBridge Program
- Leadership Development Program
- Career Development Program
- Fellowships and Internships

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OUTCOMES OF STRATEGIC/SUCCESSION PLANNING FOR THE REORGANIZATION

- Trained more staff to perform multiple tasks across many disciplines and for many formats of materials
- Created more automated ways to complete work
- Increased efficiencies in work processes
- Redeployed resources to allow external partners to assist with processing work
- Enhanced information technology capabilities of employees

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THANK YOU!

ANY QUESTIONS?