

Recruitment, Development, and Retention of Information Professionals: Trends in Human Resources and Knowledge Management

Elisabeth Pankl
Kansas State University, USA

Danielle Theiss-White
Kansas State University, USA

Mary C. Bushing
Library Consultant, USA

List of Reviewers

Tami Albin, *University of Kansas, USA*
Kimberly Abrams, *Emory University, USA*
David Atkins, *University of Knoxville, USA*
Jessica Bailey, *Johns Hopkins University, USA*
Regina Beard, *Kansas State University, USA*
Carisse Berryhill, *Abilene Christian University, USA*
Heidi Blackburn, *Kansas State University-Salina, USA*
Rachel Brekhus, *University of Missouri Columbia, USA*
Marta Brunner, *UCLA, USA*
Tara Coleman, *Kansas State University, USA*
Marty Courtois, *Kansas State University, USA*
Gloria Creed-Dikeogu, *Ottawa University, USA*
Chad Curtis, *New York University, USA*
Jenny McCraw Dale, *Kansas State University, USA*
Trevor Dawes, *Princeton University, USA*
Erin Dini Davis, *Utah State University, USA*
Fran Devlin, *University of Kansas, USA*
Donna Ekart, *Kansas State University, USA*
Erin Ellis, *University of Kansas, USA*
Alisa Gonzalez, *New Mexico State University, USA*
Katrina Hanson, *unaffiliated, USA*
Arianne Hartsell-Gundy, *Miami University, USA*
Alex Hodges, *American University, USA*
Nikhath Ghouse, *University of Kansas, USA*
Kathleen Johnson, *University of Nebraska-Lincoln, USA*
Melia Erin Fritch, *Kansas State University, USA*
Melinda Karalius, *East Baton Rouge Public Library, USA*
JaNae Kinikin, *Weber University, USA*
Myron McGhee, *Emory University, USA*
Aimee Morgan, *Stanford University, USA*
Joseph Nicholson, *Louisiana State University, USA*
Jenny Oleen, *Kansas State University, USA*

Livia Olsen, *Kansas State University, USA*
Mary Radnor, *Florida International University, USA*
Robert Russell, *Northern State University, USA*
Diana Sasso, *Duquesne University, USA*
Armin Siedlecki, *Emory University, USA*
Alysia Starkey, *Kansas State University-Salina, USA*
Christine Tobias, *Michigan State, USA*
Ellen Urton, *Kansas State University, USA*
Tim Watts, *Kansas State University, USA*
Kara Whatley, *New York University, USA*
Kristin Whitehair, *University of Kansas Medical Center, USA*
Pat Ziebart, *Emory University, USA*

Table of Contents

Foreword	xiii
Preface	xv
Acknowledgment	xix

Section 1 Recruitment

Chapter 1

Analysis of Job Responsibilities of Association of Research Libraries (ARL) Human Resource Professionals.....	1
<i>Gina R. Costello, Louisiana State University, USA</i>	
<i>Alice Daugherty, Louisiana State University, USA</i>	

Chapter 2

Internships, Residencies, and Fellowships: Putting Time-Limited Appointments in Succession Planning	27
<i>Rachel Kuhn Stinehelfer, The University of North Carolina at Greensboro, USA</i>	
<i>Michael A. Crumpton, The University of North Carolina at Greensboro, USA</i>	

Chapter 3

Strategies for Diversity Initiatives: A Case Study at University of Nebraska-Lincoln Libraries	46
<i>Toni Anaya, University of Nebraska-Lincoln, USA</i>	
<i>Charlene Maxey-Harris, University of Nebraska-Lincoln, USA</i>	
<i>Anchalee Panigabutra-Roberts, University of Nebraska-Lincoln, USA</i>	

Chapter 4

Librarians for Tomorrow at the San José Dr. Martin Luther King Jr. Joint Library	62
<i>Yuhfen Diana Wu, Chinese American Librarians Association; San José State University, USA</i>	
<i>Peggy Cabrera, Bibliotecas Para La Gente chapter of Reforma; San José State University, USA</i>	
<i>Jeff Paul, Librarians for Tomorrow; San José State University, USA</i>	

Chapter 5	
Recruitment of Subject Specialists to Academic Librarianship.....	83
<i>Charlene Kellsey, University of Colorado at Boulder, USA</i>	
<i>Stephanie Alexander, University of Colorado at Boulder, USA</i>	
<i>James P. Ascher, University of Colorado at Boulder, USA</i>	
<i>Matthew Brower, University of Colorado at Boulder, USA</i>	

Chapter 6	
Recruitment Experiences in Area Studies Library Organizations: The Case of ACRL's Western European Studies Section (WESS).....	112
<i>George I. Paganelis, California State University - Sacramento, USA</i>	

**Section 2
Development**

Chapter 7	
The Professionalization of Knowledge Management.....	139
<i>Betsy Van der Veer Martens, University of Oklahoma, USA</i>	
<i>Suliman Hawamdeh, University of Oklahoma, USA</i>	

Chapter 8	
Global Issues in Human Resource Management and Their Significance to Information Organizations and Information Professionals.....	157
<i>Gail Munde, East Carolina University, USA</i>	

Chapter 9	
Trends in Integration-Based Orientation in Academic Libraries.....	170
<i>Aimee Denise Loya, University of California - Irvine, USA</i>	
<i>Deborah Stansbury Sunday, University of California - Irvine, USA</i>	

Chapter 10	
Teaching New Librarians How to Teach: A Model for Building a Peer Learning Program.....	179
<i>Merinda Kaye Hensley, University of Illinois at Urbana-Champaign, USA</i>	

Chapter 11	
The Career Development Compass: Roadmap to Building a Diversified Portfolio of Professional Capabilities for Information Professionals.....	191
<i>Joel B. Thornton, Texas A&M University, USA</i>	

Section 3
Retention

Chapter 12

Understanding Organizational Culture and Group Dynamics: Reframing the Normative
Orientation of the Role of Information Professionals within Organizations 206
Doralyn Rossmann, Montana State University, USA

Chapter 13

Making the Best of the Best: Strategies for Effective Retention 218
Christy Groves, Middle Tennessee State University, USA
William Black, Middle Tennessee State University, USA

Chapter 14

Use of the Evolutionary Conscious Model to Sustain a Formal Mentoring Program 237
Janine Golden, Texas Woman's University, USA

Chapter 15

Mentoring and Supervision? Or, Mentoring versus Supervision? 251
Deborah Hicks, University of Alberta, Canada
Jeanette Buckingham, University of Alberta, Canada
Margaret Law, University of Alberta, Canada

Chapter 16

Mentoring When Librarians Have Faculty Status..... 267
Vincent J. Novara, University of Maryland Libraries, USA
Phillipa Brown, University of Maryland Libraries, USA
M. Jane Williams, University of Maryland Libraries, USA

Compilation of References 281

About the Contributors 309

Index..... 317

Detailed Table of Contents

Foreword.....	xiii
Preface.....	xv
Acknowledgment.....	xix

Section 1 Recruitment

Chapter 1

Analysis of Job Responsibilities of Association of Research Libraries (ARL) Human Resource Professionals.....	1
--	---

Gina R. Costello, Louisiana State University, USA

Alice Daugherty, Louisiana State University, USA

Costello and Daugherty describe the results of an exploratory survey given to human resource professionals with the Association of Research Libraries (ARL). Costello and Daugherty look at how each of the 123 institutional members of ARL define the role of human resource professionals with in the library environment.

Chapter 2

Internships, Residencies, and Fellowships: Putting Time-Limited Appointments in Succession Planning	27
--	----

Rachel Kuhn Stinehelfer, The University of North Carolina at Greensboro, USA

Michael A. Crumpton, The University of North Carolina at Greensboro, USA

Stinehelfer and Crumpton address in Chapter 2 that information science professionals need additional management training, besides what is given in library schools, to be fully prepared to take positions in middle and upper management. The authors offer strategies for how to use a time limited appointment to fast track an individual's managerial training, highlighting time limited appointments such as internships, residencies, and fellowships.

Chapter 3

Strategies for Diversity Initiatives: A Case Study at University of Nebraska-Lincoln Libraries 46

Toni Anaya, University of Nebraska-Lincoln, USA

Charlene Maxey-Harris, University of Nebraska-Lincoln, USA

Anchalee Panigabutra-Roberts, University of Nebraska-Lincoln, USA

Anaya et al address both the difficulties of and possible strategies for recruiting and retaining diverse library faculty to typically non-diverse populations. Specifically, they detail the diversity recruitment and retention efforts at their home institution—University of Nebraska-Lincoln Libraries.

Chapter 4

Librarians for Tomorrow at the San José Dr. Martin Luther King Jr. Joint Library 62

Yuhfen Diana Wu, Chinese American Librarians Association; San José State University, USA

Peggy Cabrera, Bibliotecas Para La Gente chapter of Reforma; San José State University, USA

Jeff Paul, Librarians for Tomorrow; San José State University, USA

Wu, Cabrera, and Paul address current diversity recruitment and retention initiatives in library schools and offer a case study of San José State University's (SJSU) School of Library and Information Science. The authors describe the process of applying for federal funding from the Laura Bush 21st Century Library Program and the Institute of Museum and Library Services (IMLS) to support the recruitment of students of color to the San José State University's School of Library and Information Science program.

Chapter 5

Recruitment of Subject Specialists to Academic Librarianship..... 83

Charlene Kellsey, University of Colorado at Boulder, USA

Stephanie Alexander, University of Colorado at Boulder, USA

James P. Ascher, University of Colorado at Boulder, USA

Matthew Brower, University of Colorado at Boulder, USA

Kellsey et al describe the fellowship program at University of Colorado at Boulder (CU) Libraries that grew from the Committee on Recruitment to the Profession of Academic Librarianship. This fellowship is for current graduate students at CU who are interested in using their subject expertise within the field of academic librarianship.

Chapter 6

Recruitment Experiences in Area Studies Library Organizations: The Case of ACRL's Western European Studies Section (WESS) 112

George I. Paganelis, California State University - Sacramento, USA

Paganelis raises awareness about the difficulty of recruiting suitable candidates to area studies academic librarianship. Paganelis identifies several barriers including poor public perceptions of librarianship, the library and information science curriculum, and lack of full-time professional positions.

Section 2 Development

Chapter 7

The Professionalization of Knowledge Management..... 139

Betsy Van der Veer Martens, University of Oklahoma, USA

Suliman Hawamdeh, University of Oklahoma, USA

Martens and Hawamdeh explore the evolving and often misunderstood profession of knowledge management. Martens and Hawamdeh contend that the need for knowledge management professions will continue to grow in both public-sector and the private-sector.

Chapter 8

Global Issues in Human Resource Management and Their Significance to Information

Organizations and Information Professionals..... 157

Gail Munde, East Carolina University, USA

Munde examines the role of human resource management within the work practices and environments of information professionals with an emphasis on global issues. Munde addresses, specifically, the challenging issues of skill shortages, talent management, shifting demographics, work/life balance, and managing intergenerational and intercultural work groups.

Chapter 9

Trends in Integration-Based Orientation in Academic Libraries..... 170

Aimee Denise Loya, University of California - Irvine, USA

Deborah Stansbury Sunday, University of California - Irvine, USA

Loya and Sunday discuss the vital necessity of developing and implementing an orientation program that is comprehensive as well as addresses the unique organizational cultures of each library. Loya and Sunday's justification for an increased emphasis on orientation in libraries focuses on the key concepts of integration and retention.

Chapter 10

Teaching New Librarians How to Teach: A Model for Building a Peer Learning Program..... 179

Merinda Kaye Hensley, University of Illinois at Urbana-Champaign, USA

Hensley tackles the problematic instructional situation in academic libraries. Since many librarians are not trained teachers upon entering the academy, Hensley asserts that there needs to be a training program for them once they arrive. Specifically, she discusses a peer learning training program that not only facilitates team building but also takes advantage of the expertise of seasoned instructional librarians.

Chapter 11

The Career Development Compass: Roadmap to Building a Diversified Portfolio

of Professional Capabilities for Information Professionals..... 191

Joel B. Thornton, Texas A&M University, USA

Thornton addresses the often overlooked career development planning of Information Professionals (IPs). To ensure employability and career mobility, Thornton encourages IPs to begin planning their career objectives and goals as early as graduate school.

Section 3 Retention

Chapter 12

Understanding Organizational Culture and Group Dynamics: Reframing the Normative Orientation of the Role of Information Professionals within Organizations 206
Doralyn Rossmann, Montana State University, USA

Rossmann explores organizational culture and group dynamics from the framework of Distributed Leadership, Job Embeddedness, the Bad Apple Concept, and Positive Relationships at Work. She shares case studies and examples of each of these concepts and how they can be applied in an information setting.

Chapter 13

Making the Best of the Best: Strategies for Effective Retention 218
Christy Groves, Middle Tennessee State University, USA
William Black, Middle Tennessee State University, USA

Groves and Black identify strategies for the effective retention of employees through the careful selection, training, and commitment of these individuals by library management. They address hiring tips and employee orientation strategies which can lead to greater employee motivation and retention, but also address hiring and retention pitfalls, generational differences, and external challenges.

Chapter 14

Use of the Evolutionary Conscious Model to Sustain a Formal Mentoring Program 237
Janine Golden, Texas Woman's University, USA

Golden addresses formal and informal mentoring programs currently available to information professionals, highlighting specific mentoring case studies from the Professional Education for Librarians in Small Communities (PELSC), American Library Association's (ALA) Library Leadership and Management Administration (LLAMA), and the Florida Department of State's Sunshine State Library Leadership Institute (SSLLI).

Chapter 15

Mentoring and Supervision? Or, Mentoring versus Supervision? 251
Deborah Hicks, University of Alberta, Canada
Jeanette Buckingham, University of Alberta, Canada
Margaret Law, University of Alberta, Canada

Hicks, Buckingham, and Law explore the tension between the roles of mentor and supervisor with a mentee/supervisee. What happens when these lines are blurred? The authors describe some of these challenges and/or benefits as well as offer tips on how to make these relationships successful to both parties involved.

Chapter 16

Mentoring When Librarians Have Faculty Status..... 267

Vincent J. Novara, University of Maryland Libraries, USA

Phillipa Brown, University of Maryland Libraries, USA

M. Jane Williams, University of Maryland Libraries, USA

Brown, Novara, and Williams conclude the book with a discussion centered on how mentoring differs when librarians have or are working toward faculty status in a university setting.

Compilation of References 281

About the Contributors 309

Index..... 317

Foreword

I've often commented that if you had asked me what academic librarians would be doing in the 21st century when I was in library school in the early 1980s, I would not have come close to predicting our future. Those of you who are of a certain age can recall what kind of work you were doing professionally twenty-five years ago or so. As a reference librarian, I was serving on a desk about 20 hours per week, working from a print reference collection and a first generation automated circulation system. I taught bibliographic instruction sessions using an overhead projector. I showed students sample pages from the *Readers Guide to Periodical Literature* and the library's green-bar serials holdings list. My exposure to computers and automation in library school was an assignment using an OCLC "beehive" terminal and another using punch cards and a knitting needle. The Walkman had just been introduced in 1980 and the first IBM PC in 1981. Change, indeed!

As I pondered my first job move in this profession on the cusp of great change, I decided to apply for a position that involved supervision. I took that step and haven't looked back or been disappointed about my decision, although one of my favorite Woody Allen quotes humorously reminds me that, on some days, the administrative career path can be rocky: "More than any other time in history, mankind faces a crossroads. One path leads to despair and utter hopelessness. The other, to total extinction. Let us pray we have the wisdom to choose correctly." While it always gets a laugh, Allen's quote also provides a wonderful launching point to talk about the themes of this wonderful collection: our human resources.

The library workforce plays a key role in our effort to remain relevant on our campuses. The importance of building and sustaining a strong and talented workforce has taken on a sense of urgency in the early years of the 21st century. It may not be too hyperbolic to say that human resource management and development is more critical than ever in our profession, and our success depends, in large part, on taking advantage of and responsibility for effective and creative recruitment, retention, and professional development for all library staff. As we look at the demographics of our profession, the current economic environment, changing forms of scholarly communications and applications of technology, new modes of teaching and learning, and other factors that impact our staff and the work they do, we look to strategies and best practices as important tools to help us think creatively and resourcefully about the professional workforce. This volume provides a timely contribution to that toolkit by focusing on current trends in recruitment, retention, and professional development.

Many common themes are threaded through the articles in this collection with succession planning, mentoring, and recruitment and retention being the strongest. The chapters that focus on these topics contribute to our profession's national dialog around critical questions: How do we mentor and develop the next generation of library staff, particularly leaders? How can we to attract a diverse pool of potential workers to our profession, especially to hard-to-fill jobs in academic libraries? How do we

mentor effectively? The guidance offered by the authors is often practical and based on tested strategies at their institutions, but the articles also promote a research agenda for further exploration of library human resource management and development. In addition to these key themes, the collection branches into other important areas including the role of the library human resource professional, the impact of organizational culture, and the emergence of ancillary professions such as knowledge management.

As higher education responds to a changing economic, political and social environment, we must be resilient and responsive ourselves and be willing to explore and experiment as we develop the 21st century library workforce. The editors of *Recruitment, Development, and Retention of Information Professionals: Trends in Human Resources and Knowledge Management* are to be commended for building this robust collection of articles. I encourage the readers of this collection to take the research, ideas and strategies presented, adapt them to their own environment, and share the results.

Lori A. Goetsch
Kansas State University, USA

Lori A. Goetsch was appointed Dean of Libraries and Professor at Kansas State University in July, 2004. Previously she held positions at the University of Maryland; University of Tennessee; Michigan State University; and the University of Illinois at Chicago. She has master's and bachelor's degrees, both in English, from Illinois State University, Normal, and a master's in library and information science from Dominican University in River Forest, IL. Goetsch is President of the Association of College and Research Libraries, the 13,000 member academic library division of the American Library Association. She also chairs the State Library of Kansas Board and is a member of the Advisory Board for the School of Library and Information Management at Emporia State University. Goetsch serves on the editorial board of the journal portal: *Libraries and the Academy*. Her publications include articles in *portal*, *College and Research Libraries*, and *Journal of Library Administration*. In her spare time, she likes to golf and sing (not necessarily at the same time!).