Talent Management and New Trajectories: Preparing and Retaining Early Career Librarians

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Early Career Experiences in Academic Libraries

Top issues and concerns as surveyed and discussed in the 2015 ACRL roundtable:

- "I'm Going on an Adventure!" Finding Your Way as an Early Career Academic Librarian, Amanda M. Goodsett, Lindsay Harmon, Linda Miles, Zara Wilkinson, ACRL 2015.

Navigating Relationships

- Relationship with managers
- Relationship with colleagues
- "Old school" vs "New school" mentalities
- Differences in ideology and how things get done
- Making connections
- Internal politics

Understanding Organizational Culture

- Integrating into the workplace
- Assessing the culture
- Influencing/Changing
- Unwritten rules
- Reorganizations
- Power dynamics

Diversity + Inclusion

- Experiencing bias or discrimination based on age (at either end of the spectrum), race, gender
- Bullying by tenured faculty
- Desire to advocate for diversity
- Finding venues of support for POC and other racial and ethnic minorities

Impostor Syndrome

- Finding an authentic professional voice
- Looking like a student/too young to be here
- Leadership development

Work/Life Balance

- Managing time & expectations
- Project management
- Early burn out
- Strategizing opportunities
- Prioritizing commitments
- Being everything to everyone
- Saying yes to enough opportunities

For Early Career Librarians

- Research local cost of living and area highlights.
- Seek out mentorship if no formal path exists; getting engaged in your library’s culture is one indicator of early career satisfaction and retention.
- Say yes to informal opportunities for leadership; “lead from below” (Raab 2009).
- Look at long and short-term opportunities to serve in professional organizations, on campus, and in the library (Raab 2009).
- Perform self-evaluation, including measuring gains in competence (Hall-Ellis and Grealy 2013).

For Mentors & Administrators

- Inquire about a new hire’s preferred onboarding activities; follow through where possible.
- Engaged supervisor relationships with early career librarians can increase retention.
- New librarians value professional development support and the ability to contribute to a positive work environment.
- Formal mentorship empowers new librarians to grow and move into leadership positions (Hall-Ellis and Grealy 2013).

2017 Early Career Librarian Survey

Methodology: Nine question survey instrument adapted and re-administered with permissions from SPEC Kit: 344 Talent Management authors Taylor, M.A., and Lee, E. Data collected 3/2/2017-3/13/2017

Respondent Demographics: This survey received input from 402 respondents. The most common experience level was 3-4 years, with the majority of respondents reporting MLS training and positions in Reference and Instruction.

Onboarding Practices & Preferences

- Initial mentorship:
  - Formal mentorship:
    - "There isn't such thing as a formal mentorship structure, albeit one or more people have been really supportive and helpful. But it had been there for many years.
    - "We do not have a formal mentoring process. Supervisors make it up as they go or it evolves from department to department."

Retention: Culture Matters

Top 3 Reasons New Librarians Stay:
1. Position Responsibilities/Work Environment (4)
2. Support of Professional Development (5)
3. Benefits Package (5)

Top 3 Reasons New Librarians Leave:
1. Other Library Opportunities (3)
2. Work Environment (4)
3. Salary (5)

ReSirement

Surveying ARL Libraries: SPEC Kit 344

Released in 2014, ARL SPEC Kit: 344 Talent Management, co-authored by Meredith Taylor and Elida Lee, surveyed 69 respondent ARL libraries regarding a variety of talent management issues in academic libraries, including:

- Recruitment and hiring
- Employee engagement
- Professional development planning
- Employee retention

Areas of Employee Satisfaction (5- Very Satisfied):

- Support of professional development
- Flexible work scheduling

Areas of Employee Dissatisfaction (1-Very Dissatisfied):

- Salary
- Communication within the organization

Top 3 Reasons for Turnover (All Employees):

- Retirement
- Other library positions
- Other employment outside of libraries

Bibliography

[Insert list of sources with proper citation format]