A Self-Assessment Workshop
for the Library and Information Association of New Zealand Aotearoa

Led by
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**SUCCEEDING WITH EMBEDDED LIBRARIANSHIP**
SCHEDULE

10:45 Introduction: What’s Your Starting Point? What’s Your Goal?
11:00 Assessing Readiness
11:20 Action Planning
11:40 Sustaining and Evaluating Embedded Librarianship
12:00 Discussion and Review
12:15 Workshop Concludes
Participants in this workshop will explore the definition and nature of embedded library services. They will learn the key indicators of readiness and best practices for successful operation of the embedded model. Participants will gain and share insights through discussion and exercises, and apply concepts to their own organisations. At the end of the workshop, participants will have:

- Explored and analysed the nature of the embedded library services model
- Assessed the readiness of their organisations to implement this model
- Identified and prioritised key implementation actions to take
- Started a plan for sustaining embedded services over time.
LEARNING OBJECTIVES

At the conclusion of the workshop participants will be able to:

- Recognise and analyse potential opportunities, obstacles and rewards of an embedded model
- Assess the readiness of the organisation and of library staff for embedded services
- Create an action plan for initiating, sustaining, and/or evaluating embedded services
Do you consider yourself to be an embedded librarian? (or, for managers: do you consider members of your staff to be embedded?)

Worksheet 1 pre-work results
YOUR EMBEDDEDNESS SCORE

Rating categories:
+ 80-100 highly embedded:
+ 40-79 building on progress to date
+ 20-39 establishing a base
+ 0-19 starting on the journey

Worksheet 1: Indicators of Embeddedness

The purpose of this worksheet is to enable participants to assess the present state of embedded library services in their organizations.

The following table lists some attributes and practices commonly associated with embedded librarians. Circle the number in the appropriate column to indicate the frequency with which each is found in your organisation. Transfer the number you circled to the right-hand column, and add the numbers to calculate your score.

For each attribute, answer for yourself alone or for librarians in general in your organization, whichever is more appropriate.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Frequently / Routine Practice</th>
<th>Occasionally / Not a Routine Practice</th>
<th>Rarely or Never</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborated on or contributed to your customer group’s work</td>
<td>15</td>
<td>8</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
How will the embedded model contribute to your organisation’s success? (And your own?)

Worksheet 2 pre-work results
YOUR STRATEGY

- Key organisational goals
- Key information user groups
- Key information needs
A WORKING DEFINITION

Embedded librarianship is a method of managing the provision of information services in an organisation so that librarians focus on collaborating closely with one or more well defined groups or communities that have specialised information needs.
Under a well developed program of embedded librarianship, the librarian establishes and maintains a close, collaborative working relationship with one or more communities of information users, and shares responsibility for the achievement of community goals and objectives.

The librarian acts as a full partner in the community.
EMBEDDED LIBRARIANSHIP IS A TRANSFORMATION!

Traditional Library --- Embedded Librarianship

Responsive -> Anticipatory
Individual customer -> Team of collaborators
Standardised -> Customised
Single transactions -> Ongoing projects
Service -> Partnership
ASSESSING READINESS

Librarians’ Skills

• Librarianship
  • Research & Analysis
  • Teaching
  • Content management
• Context and politics
• Domain knowledge
• Interpersonal / social

Organisation

• Executive champion
• Respected users
• Middle management relationships
• Autonomy
• Management culture
Are your library staff ready to succeed in an embedded role?

Will your organisation be receptive to an initiative of this kind?

- Read Scenarios
- Complete Worksheet 3
INTERPRETING READINESS SCORES

Library Readiness High

High Librarian Readiness
Low Organisation Readiness

High Librarian and High Organisation Readiness

Low Librarian and Low Organisation Readiness

Low Librarian Readiness
High Organisation Readiness

Library Readiness Low

Organisation Readiness Low

Organisation Readiness High
FROM ASSESSMENT TO ACTION

Library Readiness High

Q1: Implement embedded services as a strategic priority

Q2: Empower library staff. Build organisational readiness

Q3: Lay the groundwork

Q4: Develop and engage library staff to seize the opportunities

Organisation Readiness Low
PRINCIPLES FOR ACTION PLANNING (1)

Managers must lead
- Librarians are too often reactive, not proactive
- Both library and customer group managers must commit

Prioritise actions
- Balance the “low hanging fruit” with the “gold strike” initiatives
- Go for short term wins

Do pilots and scale up
- Big initiatives often fade
- A model of success can be replicated – tell the story
Your path depends on:

• Your starting point
• Readiness of librarians and the organisation

❖ Read Scenarios
❖ Complete Worksheet 4
Attention to marketing and promotion

• Word of Mouth advertising*
• Print Promotional Materials*
• Formal Orientations**

*Most significant – 1% Level  **Significant – 5% Level
Ongoing service evaluation and communication

- Metrics Are Used to Evaluate Services*
- Financial Measures (e.g. ROI) Are Used*
- Anecdotes Are Used**
- Numeric Counts Are Used:
  - Research Projects*
  - Documents Delivered**
  - Reference Questions**
  - Training Session Attendance**

*Most significant – 1% Level  **Significant -- 5% Level
Responsive and sophisticated services

- In-Depth Research*
- Competitive Intelligence**
- Instructional Responsibility shared with faculty**
- Data Analysis**
- ILL/Document Delivery**

*Most significant – 1% Level    **Significant -- 5% Level
Library and customer management support

- Organisation Management authorisation *not* required to initiate specialised services*
- Customer manager facilitated integration**
- Customer manager provides input to performance review**
- Written agreement exists with Customer**
- Library manager authorised services**
- Continuing education is required**

*Most significant – 1% Level    **Significant -- 5% Level
SUSTAINING: THE “VIRTUOUS CYCLE”

1. Hire staff who can build relationships

2. Let them learn the organisation and the subject domain

3. Empower them to offer the right services

4. Build alliances with customer management

5. Support librarians’ work
How will you:

- Sustain progress
- Evaluate success

- Read Scenarios
- Complete Worksheet 5
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Thank you!

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