Succession Planning Through Mentoring in the Academic Library

Texas Library Association Annual Conference

Thursday, April 21, 2016
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Succession Planning Through Mentoring

Succession planning is the recruitment, development and advancement of library personnel to fill staffing gaps and prepare future leaders.
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• The “Succession Planning Bible”

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Library Literature

EBSCO Library and Information Science Source search on: “succession planning” and mentor*
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Research Questions

• Who is responsible for succession planning in the library?

• How does mentoring enhance succession planning in the library?

• What are the challenges involved with succession planning and mentoring in the library?

• When can succession planning through mentoring be applied to other areas of the library besides management?
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Literature Review

Who is responsible for succession planning?
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Literature Review

How does mentoring enhance succession planning?

http://www.elasticmind.ca/innerpreneur/wp-content/uploads/2011/05/Mentor.jpg
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Literature Review

What are the challenges involved with succession planning and mentoring?

One person’s lack of planning always becomes someone else’s emergency.

http://2.bp.blogspot.com/-xIuxxAB_UiY/Tb_4TID78SI/AAAAAAAAAlg/3uMPLhcY8GE/s1600/planning.jpg
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Literature Review

When can succession planning through mentoring be applied to other areas besides management?

https://toddstechtalk.files.wordpress.com/2011/03/media_httpwwwgeekcult_ybnpd-scaled1000.gif
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Seminal Literature


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Survey Method

• Survey development
  – Demographic
  – Succession planning
  – Mentoring

• Sampling technique
  – Non-probability (or non-random)
  – Snowball

https://upload.wikimedia.org/wikipedia/commons/f/fa/Stratified_sampling.PNG
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Survey Results
Total respondents by library type

- Public: 43%
- Academic: 42%
- School: 13%
- Special: 2%
Total respondents by position

- Staff: 12%
- Librarian: 33%
- Middle Management: 15%
- Administration: 40%
Total Respondents by size of library

- 1 -- 10: 28%
- 11 -- 50: 23%
- 51 -- 99: 18%
- 100+: 31%
Total respondents -- mentoring programs

- Yes: 23%
- No: 74%
- I don't know: 3%
Total respondents – Succession plans

- Yes: 24%
- No: 60%
- I don't know: 16%
Libraries by type – mentoring programs and succession plans

Mentoring

Succession Plan

Public  Academic  School

18%  25%  38%

34%  18%  14%
Libraries by size – mentoring programs and succession plans

Mentoring

- 1--10: 13%
- 11--50: 13%
- 51--99: 23%
- 100+: 42%

Succession Plan

- 1--10: 13%
- 11--50: 20%
- 51--99: 33%
- 100+: 33%
Academics by size – mentoring programs and succession plans

Mentoring

- 1--10
- 11--50

Succession Plan

- 51--99
- 100+

0% 13% 14% 13% 23% 37% 43% 42% 15% 13% 8% 32% 33% 33%
My library is likely to promote from within for middle management positions

Academics

- Highly Likely: 17%
- Likely: 51%
- Not likely: 19%
- I don't know: 13%
My library is likely to promote from within for upper level management positions

Academics

- **Highly Likely**: 10%
- **Likely**: 33%
- **Not likely**: 40%
- **I don't know**: 17%
My library has employees who already possess the skills to step into management or administrative positions if they become available.
My library has had to hire outside the library field because candidates with an MLS or paraprofessionals with library experience did not have skills required for the vacancy.
My library can find current employees who want to take on leadership roles

Academics
- Always: 14%
- Frequently: 36%
- Sometimes: 45%
- Never: 1%
- I don't know: 4%
My library has had a leadership position vacancy for over 12 months.

Academics

- Yes: 23%
- No: 69%
- I don't know: 8%
My library provides leadership opportunities for

Academics

- 37% Anyone
- 56% A select few
- 2% No one
- 5% I don't know
My library has support from all levels of management and leadership for mentoring.

Academics

- **All levels**: 22%
- **Some levels**: 48%
- **No support**: 21%
- **I don't know**: 9%
My library provides or supports training that improves my skill set

Academics

- **Always**: 15%
- **Frequently**: 37%
- **Sometimes**: 41%
- **Never**: 0%
I have been asked what my long term goals or aspirations for my career are.
I have a mentor

Academics

- Yes
- Not currently
- No, never
- I don't know

16% Yes
38% Not currently
44% No, never
2% I don't know
I am a mentor

Academics

- Yes: 37%
- Not currently: 25%
- No, never: 37%
- I don't know: 1%
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Recommendations

“I could use a mentor. But what I really need is a nap.”
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Further Study

“Contemporary Library Leadership: A Holistic View.”
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References

Alcock, L. (2015). Formal mentoring programs can provide organizational and professional benefits, but are few and far between in Canadian academic libraries. *Evidence Based Library & Information Practice, 10*(2), 167-169.


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References


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Succession Planning Through Mentoring Questions

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