

**1. University of North Texas Institutional Review Board Informed Consent Notice** Before agreeing to participate in this research study, it is important that you read and understand the following explanation of the purpose, benefits and risks of the study and how it will be conducted. **Title of Study:** Succession Planning Through Mentoring in the Library **Investigators:** Julie Leuzinger & Jennifer Rowe, University of North Texas (UNT) Department of Libraries. **Purpose of the Study:** You are being asked to participate in a research study which involves a survey to determine if libraries are incorporating succession planning in their hiring, recruitment and retention plans and if there is perceived value among librarians in incorporating mentoring in their succession plans. **Study Procedures:** You will be asked to participate in an online survey via Qualtrics that will take about 10 minutes of your time. **Foreseeable Risks:** No foreseeable risks are involved in this study. **Benefits to the Subjects or Others:** This study is not expected to be of any direct benefit to you, but we hope to learn more about succession planning through mentoring in the library. Survey responses may be used to contribute to library management literature. **Compensation for Participants:** None **Procedures for Maintaining Confidentiality of Research Records:** Internet surveys will be conducted using Qualtrics, and access to these surveys will be restricted to those approved with this IRB. Any data that includes identifiable information will be stored on secure network drives only, accessible by the individuals approved. These data will be retained for a maximum of three years, after

which the personally-identifiable information will be removed. Any reports released will not include personally-identifiable information. The confidentiality of your individual information will be maintained in any publications or presentations regarding this study. Confidentiality will be maintained to the degree possible given the technology and practices used by the online survey company. Your participation in this online survey involves risks to confidentiality similar to a person's everyday use of the internet.

**Questions about the Study:** If you have any questions about the study, you may contact Julie Leuzinger at [Julie.Leuzinger@unt.edu](mailto:Julie.Leuzinger@unt.edu).

**Review for the Protection of Participants:** This research study has been reviewed and approved by the UNT Institutional Review Board (IRB). The UNT IRB can be contacted at (940) 565-4643 with any questions regarding the rights of research subjects.

**Research Participants' Rights:** Your participation in the survey confirms that you have read all of the above and that you a

- Julie Leuzinger & Jennifer Rowe have explained the study to you and you have had an opportunity to contact them with any questions about the study. You have been informed of the possible benefits and the potential risks of the study.
- You understand that you do not have to take part in this study, and your refusal to participate or your decision to withdraw will involve no penalty or loss of rights or benefits. The study personnel may choose to stop your participation at any time.
- You understand why the study is being conducted and how it will be performed.
- You understand your rights as a research participant and you voluntarily consent to participate in this

**study. - You understand you may print a copy of this form for your records. I have read, understood, and printed a copy of, the above consent form and desire of my own free will to participate in this study.**

#	Answer	Response	%
1	Yes, I wish to participate	269	99%
2	No, I do not wish to participate	4	1%
	Total	273	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.01
Variance	0.01
Standard Deviation	0.12
Total Responses	273

## 2. What type of library do you work in?

#	Answer	Response	%
1	Academic Library	111	43%
2	Public Library	106	41%
3	School Library	40	15%
4	Special Library	4	2%
	Total	261	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.76
Variance	0.58
Standard Deviation	0.76
Total Responses	261

### 3. What best approximates your job title/description?

#	Answer	Response	%
1	Librarian	95	36%
2	Library Support Staff/Paraprofessional	28	11%
3	Library Middle Management	35	13%
4	Library Administration	103	39%
	Total	261	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.56
Variance	1.77
Standard Deviation	1.33
Total Responses	261

### 4. How many employees work at your library?

#	Answer	Response	%
1	1 to 10	66	25%
2	11 to 50	79	30%
3	51 to 99	47	18%
4	100+	69	26%
	Total	261	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.46
Variance	1.29
Standard Deviation	1.13
Total Responses	261

**5. For the purposes of this survey, succession planning is defined as the recruitment, development, retention and advancement of library personnel to fill staffing gaps and prepare future leaders. Please respond to the statements below to the best of your ability based on your impressions or direct knowledge. My library has a succession plan in place.**

#	Answer	Response	%
1	Yes	55	24%
2	No	139	60%
3	I don't know	36	16%
Total		230	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.92
Variance	0.39
Standard Deviation	0.62
Total Responses	230

**6. My library is likely to promote from within for middle management positions.**

#	Answer	Response	%
1	Not likely	42	18%
2	Likely	117	51%
3	Highly likely	50	22%
4	I don't know	21	9%
Total		230	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.22
Variance	0.72
Standard Deviation	0.85
Total Responses	230

## 7. My library is likely to promote from within for upper level management positions.

#	Answer	Response	%
1	Not likely	74	32%
2	Likely	89	39%
3	Highly likely	42	18%
4	I don't know	25	11%
	Total	230	100%





Statistic	Value
Min Value	1
Max Value	4
Mean	2.08
Variance	0.94
Standard Deviation	0.97
Total Responses	230

## 8. My library has employees who already possess the skills to step into management or administrative positions if they became vacant today.

#	Answer	Response	%
1	Yes, employees would be ready today	83	36%
2	Employees would be ready within 6 months with training and mentoring	98	43%
3	No, there are no employees ready today or within 6 months	36	16%
4	I don't know	13	6%
	Total	230	100%


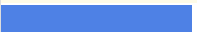



Statistic	Value
Min Value	1
Max Value	4
Mean	1.91
Variance	0.74
Standard Deviation	0.86
Total Responses	230

**9. My library has had to hire outside the library field because candidates with an MLS or paraprofessionals with library experience did not have the skills required for the vacancy.**

#	Answer		Response	%
1	Never		83	36%
2	Sometimes		101	44%
3	Frequently		27	12%
4	I don't know		18	8%
5	Always		0	0%
	Total		229	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.91
Variance	0.79
Standard Deviation	0.89
Total Responses	229

**10. My library can find current employees who want to take on leadership roles.**

#	Answer		Response	%
1	Never		4	2%
2	Sometimes		91	40%
3	Frequently		88	39%
4	Always		34	15%
5	I don't know		9	4%
	Total		226	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.79
Variance	0.74
Standard Deviation	0.86
Total Responses	226

**11. My library can find current employees who want to learn new skills outside of their area of expertise.**

#	Answer	Response	%
1	Never	3	1%
2	Sometimes	81	36%
3	Frequently	98	43%
4	Always	38	17%
5	I don't know	7	3%
	Total	227	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.85
Variance	0.68
Standard Deviation	0.82
Total Responses	227

**12. My library has had a leadership position vacancy for over 12 months.**

#	Answer	Response	%
1	Yes	39	17%
2	No	177	78%
3	I don't know	11	5%
	Total	227	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.88
Variance	0.21
Standard Deviation	0.45
Total Responses	227

**13. Individuals in my library who are interested in leadership roles are likely to seek employment outside of my library.**

#	Answer	Response	%
1	Never	7	3%
2	Sometimes	127	56%
3	Frequently	57	25%
4	Always	14	6%
5	I don't know	22	10%
	Total	227	100%



Statistic	Value
Min Value	1
Max Value	5
Mean	2.63
Variance	1.00
Standard Deviation	1.00
Total Responses	227

#### 14. The path to leadership in my library is clearly defined.

#	Answer	Response	%
1	I strongly disagree	39	17%
2	I disagree	98	43%
3	I agree	68	30%
4	I strongly agree	10	4%
5	I don't know	12	5%
	Total	227	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.37
Variance	0.99
Standard Deviation	0.99
Total Responses	227

#### 15. When promotions do occur from within...

#	Answer	Response	%
1	Reasons for promotion are not stated at all	43	19%
2	Reasons for promotion are stated informally	79	35%
3	Reasons for promotion are stated clearly	69	31%
4	I don't know	34	15%
	Total	225	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.42
Variance	0.93
Standard Deviation	0.97
Total Responses	225

## 16. My library provides leadership opportunities for...

#	Answer	Response	%
1	No one	16	7%
2	A select few	88	39%
3	Anyone who expresses interest	106	47%
4	I don't know	17	7%
	Total	227	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.55
Variance	0.54
Standard Deviation	0.74
Total Responses	227

## 17. My library has a strategic plan that is reviewed and updated...

#	Answer	Response	%
1	Never	33	15%
2	Every year	52	23%
3	Every 2 years	19	8%
4	Every 3 years	50	22%
5	Every 5 years	45	20%
6	I don't know	28	12%
	Total	227	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	3.47
Variance	2.73
Standard Deviation	1.65
Total Responses	227

## 18. My library values mentoring.

#	Answer	Response	%
1	I strongly disagree	16	7%
2	I disagree	46	21%
3	I agree	110	50%
4	I strongly agree	47	21%
	Total	219	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.86
Variance	0.70
Standard Deviation	0.84
Total Responses	219

## 19. My library has a formal mentoring program.

#	Answer	Response	%
1	Yes	52	23%
2	No	168	74%
3	I don't know	6	3%
	Total	226	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.80
Variance	0.22
Standard Deviation	0.46
Total Responses	226

## 20. My library has support from all levels of management and leadership for mentoring.

#	Answer	Response	%
1	Yes, support from all levels	66	29%
2	Support from some levels	106	47%
3	No support at all	35	15%
4	I don't know	19	8%
	Total	226	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.03
Variance	0.79
Standard Deviation	0.89
Total Responses	226

## 21. My library provides or supports training that improves my skill set.

#	Answer	Response	%
1	Never	11	5%
2	Sometimes	79	35%
3	Frequently	77	34%
4	I don't know	0	0%
5	Always	59	26%
	Total	226	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	3.08
Variance	1.59
Standard Deviation	1.26
Total Responses	226

## 22. Individuals in my library who have been mentored are likely to be promoted.

#	Answer	Response	%
1	Not likely	31	14%
2	Likely	86	38%
3	Highly likely	23	10%
4	I don't know	84	38%
	Total	224	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.71
Variance	1.24
Standard Deviation	1.11
Total Responses	224

### 23. I receive challenging assignments that expand my skill set.

#	Answer	Response	%
1	Never	12	5%
2	Sometimes	97	43%
3	Frequently	82	37%
4	Always	32	14%
5	I don't know	1	0%
	Total	224	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.61
Variance	0.66
Standard Deviation	0.81
Total Responses	224

### 24. I have been asked what my long term goals or aspirations are for my career.

#	Answer	Response	%
1	Yes	118	52%
2	No	106	47%
3	I don't know	1	0%
	Total	225	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.48
Variance	0.26
Standard Deviation	0.51
Total Responses	225

## 25. I have a mentor.

#	Answer	Response	%
1	Yes, I currently have a mentor	34	15%
2	I have had a mentor in the past, but not currently	101	45%
3	No, I have never had a mentor	86	38%
4	I don't know	4	2%
Total		225	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.27
Variance	0.54
Standard Deviation	0.73
Total Responses	225

## 26. I am a mentor.

#	Answer	Response	%
1	Yes, I currently am a mentor	89	40%
2	I have been a mentor in the past, but am not currently a mentor	49	22%
3	No, I have never been a mentor	81	36%
4	I don't know	5	2%
Total		224	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.01
Variance	0.85
Standard Deviation	0.92
Total Responses	224

**27. If your library has a succession plan that is open and on your library website, please consider sharing the link with us below.**

Text Response
none
We don't have one.
NA

Statistic	Value
Total Responses	3

If you have questions about this data, please contact [Julie.Leuzinger@unt.edu](mailto:Julie.Leuzinger@unt.edu) and [Jennifer.Rowe@unt.edu](mailto:Jennifer.Rowe@unt.edu)