

LibSTEP: A Library Staff Exchange Program

## LibSTEP: A Library Staff Exchange Program

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## **Executive Summary**

A professional library staff exchange program, or LibSTEP, will enable Victorian public library staff to broaden their skills and gain new ideas through an exchange to a different library environment. The LibSTEP program will also increase collaboration between and contribute to PLV's goal of Victorian library services working together.

An in-depth environmental scan of literature on professional development exchange programs uncovered:

- a one-off Victorian Statewide Project in 2002 with guidelines for exchange subsidised by a statewide training project committee,
- many international exchanges, often set up by individuals,
- public sectors including education establishing exchange programs that have been successful and a highly regarded experience.

We surveyed public library staff across Victoria to see what they wanted and an overwhelming 98% identified professional development as the main motivator for taking part in an exchange program.

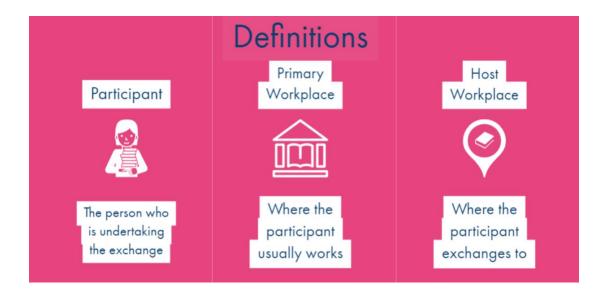
A central exchange marketplace for the program where libraries and participants could share information about what they are seeking would allow flexibility and the best chance of making a compatible match.

We recommend the implementation of LibSTEP, a library staff exchange program whereby library staff across Victoria have the opportunity to learn together.

## Introduction

A library staff exchange program is an opportunity for participants to work at a different library service for a fixed period of time. This will enable participants to exchange skills, knowledge and best practice between the host workplace and their primary workplace.





### **Project Objectives**

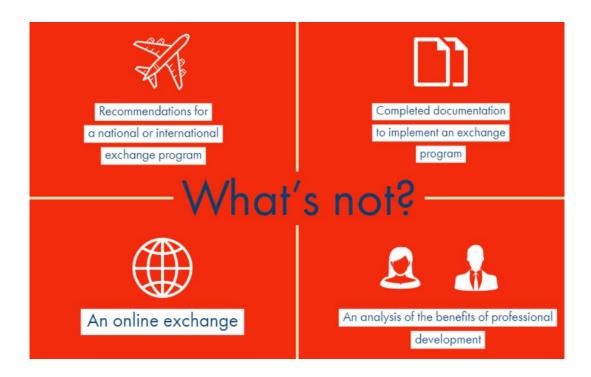
The aims of our investigation into a library staff exchange program were to:

- investigate how a professional development exchange program would be implemented across Victoria,
- research existing staff exchange programs in Australia and internationally, as well as education sectors,
- establish if library staff would be interested in participating in a staff exchange program and their motivations to do so,
- create a series of key recommendations including guiding principles for the participant, the host workplace and the primary workplace.

## **Project Scope**

We began by investigating a broad range of options and then refined these to determine the project scope.





### **Environmental Scan**

In order to ascertain the current state of staff exchange programs, we undertook a literature review covering three fields:

- Australian libraries.
- international libraries,
- education sector.



Whilst there is a relative abundance of articles written in the literature about international exchanges (for example Aznar & Jost, 2010; Chao et al., 2017; Gashurov, 2010; Robson, 1991), the majority of these are little more than straightforward reports of the exchange experience coupled with personal and professional reflections. Very few research papers have been written in the area of library staff exchanges that provide details of the best types of exchanges and the relative costs and benefits involved. In our review of the literature, we were

able to uncover just one detailed study of library staff exchanges, the 1994 article by Kidd and Roughton, "International staff exchanges for academic libraries."

Most published exchange reports reflect successful outcomes and positive experiences. We acknowledge that negative exchange experiences are likely to be underrepresented in the literature, while those that were planned but never eventuated are not likely to feature at all.

Only two of the published exchange reports found involved Australians (Macchion & Savic, 2011; Myers, 1994), but notably both these and the majority of the other articles found, also detail international exchanges. Most of the described international exchanges tend to run from 3 to 12 months and often required considerable planning effort to realise, and in some cases not only involved an exchange of roles, but residences and vehicles as well (for example Cran, 1994).



There are numerous examples of exchanges between academic libraries (Eichenlaub, Grover, & Thomas, 2019; Geisen & Waggoner-Angleton, 2008;

Hannon, 1997) which often utilise an already established exchange program designed for other academics, enabling the library staff to tap into an existing set of policies and procedures to aid in finding and organising an exchange.

"Perhaps the main reason for the relative infrequency
of library exchanges is the lack of a centralised
organising body"

(Eichenlaub, Grover & Thomas 2019)

In particular, Eichenlaub, Grover, & Thomas (2019) note that there have been ongoing staff exchanges between libraries for decades, but they remain relatively rare and sporadic due to

their complexity and the significant investment of time and resources necessary to successfully organise an exchange.

The literature review failed to find any evidence of current or past ongoing exchange programs operating between public library services in Australia.

#### Literature review - Australian libraries

In "Public Libraries Victoria: Four Year Strategic Plan 2019 - 2022" (Public Libraries Victoria, 2019), the second of four stated goals aims to build capacity in the sector through professional development. Within this goal, one of the desired outcomes is for PLV to be "recognised for our culture of collaboration and knowledge sharing".



The professional development goal also lists two strategies of particular relevance to a staff exchange program:

- Learning & Development inspire a culture of continuous learning and development to meet current and future needs,
- Community of Practice encourage networks that foster shared experiences, knowledge, ideas, programs and practices.

"The sharing of information, experiences and ideas - that is what public libraries need to do more of."

(Macchion & Savic, 2011)

When conducting literature searches for staff exchange programs in Australian libraries, we identified a lack of research with this specificity. We directly contacted state libraries across Australia, and Parliamentary

libraries, but did not receive any news of exchange programs that have existed.

One document we did uncover was "Statewide Training Project 2003-04: Staff Exchange and Site Visits Guidelines for Public Libraries" (Libraries Victoria, 2002). This document provides guidelines for libraries to participate in a staff exchange and site visit program with recommendations that a visit could be "as short as one day" while exchanges could operate "for one to six weeks".

Although this document provides guidelines for staff eligibility, submissions for funding and subsidies for travel and accommodation, we were unable to determine to what extent the program operated.

#### Literature review - International libraries

Many examples of 'exchange' programs have been documented from international academic and specialist libraries.

"Even for the professional not desiring a job change, doing a stint in a completely different milieu provides a stimulating frame of reference from which to view one's present job."

(Hubbard, 2002)

In the readings undertaken, several models were explored including:

- sabbaticals mid-career break to undertake a research project (Hubbard, 2002),
- internships (generally unpaid),
- fellowships (generally funded through a specific program),
- attendance at conferences or events, cultural or study tours,
- mentor/mentee partnerships
- and a more traditional exchange of staff as in the case with Yarra Plenty and Columbus, Ohio where 2 Australian staff and 2 USA staff spent 4 weeks within each other's library system, though not at the same time.

A 12-month exchange program between The State Library of NSW and Library of Congress, USA in the mid-1990s involved a complete life exchange including "...jobs, apartments and schedules." This exchange was organised by the SLNSW employee after visiting the Library of Congress several times before finding a suitable exchange 'buddy' (Myers, 1994).

The University of Colorado, USA and the Linnaeus University in Sweden set up a more formal program which involved the exchange of 20 staff over five years, from four to ten days at a time. Previous participants were expected to take the lead in coordinating the hosting of the next participant. "Each host library was responsible for the local expenses of the visiting exchange participant" (Somerville, Cooper, Torhell, & Hashert, 2015).

"In 1990 I took off with my family for 6 months to do a job exchange at Baltimore County Public Library in Maryland.

To call it eye opening would be an understatement."

(Mackenzie, 2019)

There was no consistent selection criteria or process for the participants for the various programs. Some exchanges were self-organised, some had an

application process and in other instances, a staff member approached to be involved.

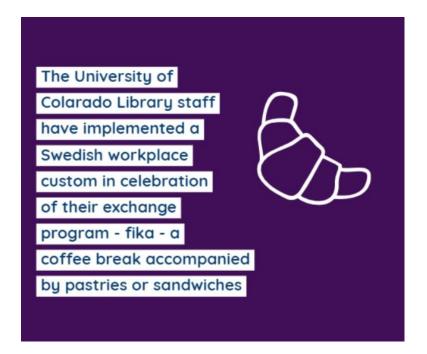
Pampel (2013) recommends the home institution guarantee the pay for the leave period. Pampel took six months to work at four different music libraries

in the UK, only one of which took up the opportunity to send one of their staff to her home institution in Dresden, Germany. The home institution found this exchange useful as it helped to fill the staffing gap left by her absence.

Many of the challenges addressed in the reading do not apply to our more localised program such as language, cost of international travel and having to replace a staff member for extended periods of time.

Of the many benefits listed, some standouts include:

- reaffirming professional focus,
- energising and inspiring career,
- confidence,
- improving motivation,
- preventing burnout,
- time to give uninterrupted attention to a project,
- increased collaboration between international institutions.



#### Literature review - Education sector

Education sectors have implemented many successful statewide and international staff exchange programs.

The State Government of Victoria implemented an 'Asia Education Foundation Study Tour', arranging study tours for Victorian teachers and leaders. The aim of this program is to offer opportunities for professional development in Asia and to promote literacy.

The Department of Education in New South Wales offers an international exchange for educators to experience a different education system, expand teaching opportunities and connect with international cultures and communities. The program creates an opportunity for participants who meet certain criteria to swap teaching positions and personal accommodation with an overseas



teacher for one year. Previous educators who have participated in this program have stated that "...it was really great to experience another educational system and the way they work" (NSW Department of Education, 2015).

A 12-month program for all fixed-term employees has been implemented at the University of South Queensland. The purpose of the program is to "...enhance an employee's career and professional development in relation to innovative ideas and methods of their discipline through an exchange program" (University of Southern Queensland, 2018). The staff members involved are responsible for arranging accommodation, travel and visas if required.

The following similarities in process and guidelines for an exchange program have been identified:

- participants must have 'x' amount of experience in a particular field of work.
- participants must have been in the job for 'x' amount of time,
- participants must have their application backed by their manager,
- participants must create a project/presentation at the end of exchange,
- most staff are expected to pay for their own accommodation, transport, insurance etc.,
- all staff remained on the same salary and benefits,
- employment institution continued to pay them.

### **Environmental scan key findings**

In conducting a literature review across Australian and international libraries, and the education sector, we have identified the following key findings:

- a lack of a central organising body has contributed to the failure of exchange programs,
- the general impression from staff involved and library managers is that the benefits outweigh any disadvantages,
- exchanges tend to be most successful and beneficial when a specific project is defined for the participant to undertake,
- there is no evidence of an existing, ongoing exchange program operating between public libraries within Australia.

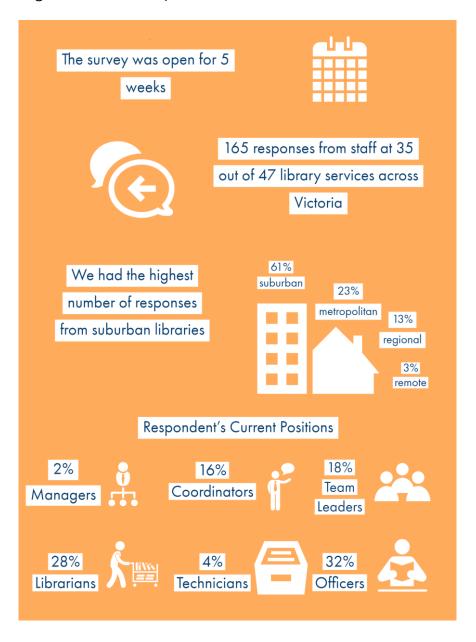


## Survey for Victorian public library staff

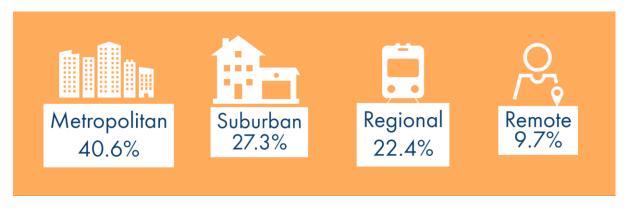
We identified early on that the results of a survey of our peers in Victorian public libraries would be an important part of our research to assist in the development of a staff exchange program.

Our survey was distributed via email to:

- PLV email lists,
- PLV SIG convenors to pass onto group members,
- Shared Leadership 2019 participants,
- colleagues at our library services.



### Where do you want to go?



Exchange with a metropolitan library service was the most popular selection, followed by suburban, regional and remote.





When looking more closely at the type of library service the respondent currently works in against the type of service they identified they would want to exchange with, metropolitan, suburban and remote respondents all have an exchange with a metropolitan library as their top choice. However, respondents from regional libraries selected to exchange with another regional service ahead of a metropolitan service.

Also, while metropolitan to metropolitan is the top choice, it's interesting to note that exchange with regional and suburban libraries are an equal

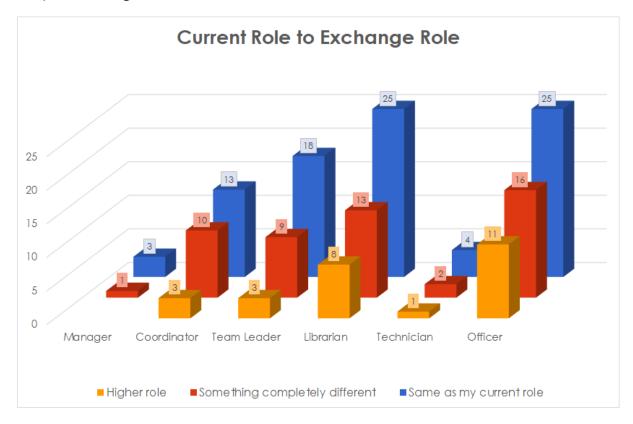
second choice, indicating that half of metropolitan respondents are interested in an exchange with a different type of library service.

## What type of exchange role?



Just over half of respondents selected to exchange into the same role as theirs, while the remainder were split between a different role or a higher role. On further consideration, a different role and a higher role are both different from the respondent's current role, indicating a change to something new is an attractive element of an exchange program.

When closely comparing the current role of the respondent and the role they selected to exchange with, the most popular response is an exchange with the same role. This traverses the full hierarchy of positions from officers all the way to managers.



# Why would you participate in a professional development exchange program?

3

Respondents were generous with detail, often describing not only what they could see as benefits to themselves, but the benefits of sharing knowledge with other services and how that would positively impact on the statewide public library sector.



Figure 1 The size of each keyword denotes how often it was used in responses

We analysed the responses by counting how often keywords appeared in order to group each of them into categories. Respondents more often than not mentioned keywords from more than one category.

The four identified categories and the frequency of their appearance in responses are:

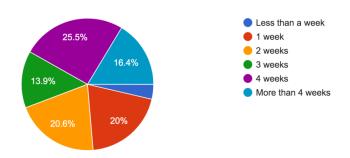
- 98% professional development,
- 69% industry knowledge,
- 52% networking,
- 19% personal development.

# How long would your ideal exchange program last?



How long would your ideal exchange program last?

165 responses



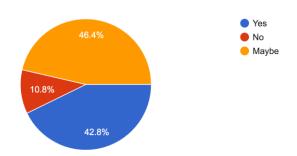
The diversity in responses to this question clearly identified a need for flexibility when planning how long to run an exchange program. On close analysis, 41.9% of respondents selected 4 weeks or more as a preferable exchange duration.

# Would you invest in your professional development?



Would you be prepared to invest in your professional development by covering the cost of transport and/or accommodation if a cost is incurred?

166 responses



Overwhelmingly, 89.2% of respondents would invest or consider investing in their professional development. Only 10.8% of respondents selected they would not.

## Survey key findings

- Most respondents chose to exchange with metropolitan library services.
- Majority of respondents want to exchange with a library in a different geographical location to their own.
- Majority of respondents want to exchange with a role similar to their own.
- Respondents identified professional development as the main motivator for taking part in an exchange program.
- Respondents are favourable of an exchange lasting four weeks or more.
- Respondents are committed to and committed to considering investing in the cost of their own professional development.



# **SWOT Analysis**

#### **STRENGTHS**

- Staff exchange programs already exist to build from, primarily in the education sector.
- Library sector is committed to continuous professional development for staff.
- LibSTEP will have a clear process, including staff eligibility and program outline.
- LibSTEP will highlight a participant's adaptability, recognised as a core skill for future proofing in the library sector.
- Evidence shows that learning occurs for participants.
- Evidence shows that learning also occurs for the primary and host workplaces.
- Demonstrates career flexibility and commitment to skill development promoting the library sector as an employer of choice.
- A local work exchange program is cost effective for the participants as well as workplaces.

#### **WEAKNESSES**

- Time, effort and cost involved in setting up a central 'exchange marketplace'.
- Participants may not be able to be away from home for the recommended duration.
- No direct promotional or financial benefits.
- Staff may have to attend to a backlog of tasks upon return from an exchange.
- Whilst staff are on exchange, there is a vacancy at the primary workplace.
- Program relies on individual's workplace approval.
- Access to computer networks, login etc. maybe restricted by workplace privacy policies.

#### **OPPORTUNITIES**

- Aligns with PLV's professional development goal.
- Showcases PLV's goals of Victoria's Public Libraries working together.
- Transfer of ideas across library services enhanced.
- Localised version of the program reduces many of the complexities of international programs.
- Transfer of skills between library staff is enhanced.
- Professionally reinvigorating.
- Potential recognition by ALIA's certified professional development scheme.
- Increased networking between organisations.
- Improved sense of collegiality between libraries across the state.
- For host workplace and participants to 'try out' workplace/staff.
- Program has the ability to expand into other sectors, types of libraries, interstate or international.
- Another opportunity to prove Libraries change lives!

### **THREATS**

- Not enough participating primary or host libraries for program to be sustainable.
- Not enough participating staff for program to be sustainable.
- Participants from remote services may find accommodation and travel costs a barrier
- Participant may be unable to complete the program.
- Primary workplace may be at risk of losing a member of staff if the participant is offered an ongoing role.
- Library services may not be able to autonomously decide about their participation in an exchange program
- No established and documented precedent for a program of this kind
- Established industrial relations legislation including EBAs.

## **Guiding principles for LibSTEP**

Underpinning the recommendations of this report we have identified the following guiding principles that LibSTEP should operate under:

- a flexible exchange model allowing participants to choose from any of the available host libraries without having to arrange a direct one-toone exchange (as illustrated in Figure 2),
- an Exchange Marketplace to act as a central register of interest from interested participants and workplaces,
- duration of four weeks at a minimum,
- a set of clear expectations signed by the participants and workplaces involved,
- a pilot project between Victorian public library services.

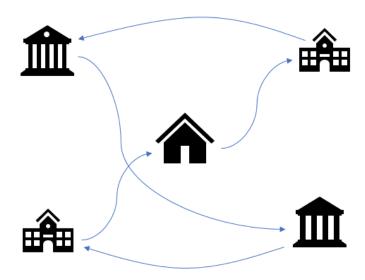


Figure 2 Exchange example

### For primary workplace

- Continue to pay wage of participant.
- Opportunity to look at temp contracts as a possibility for this program.

## For host workplace

- A comprehensive workplace induction.
- An exchange program supervisor.
- Access to IT services to be negotiated.

## For participant

- Travel and accommodation at participant's own expense.
- Documentation of experience to be shared at primary workplace.

## **Exchange marketplace**

Two of the major stumbling blocks identified in any staff exchange are finding a suitable exchange partner at a cooperative host organisation and arranging all the necessary details. For major international exchanges, it is not uncommon for the planning process to take a year or more.



To make the process of implementing LibSTEP as simple as possible, we are proposing the implementation of an online exchange marketplace that would allow host workplaces and participants to register their details, provide detailed information about the exchange process, and facilitate organising all the details necessary when undertaking an exchange.

The specification and design of an exchange marketplace is outside the scope of this report; however, we emphatically believe that such a platform would be critical to ensuring the success of an ongoing exchange program. At its simplest, the marketplace could be a simple register—an online listing of interested participants and host organisations—but a more fully featured platform would allow for greater flexibility in the program and enable the program to operate autonomously, without the need for significant involvement by an organising authority.

To that end, we recommend implementing an online exchange marketplace for LibSTEP with the following features:

#### Information hub

Provide information for participants, host libraries and primary workplaces interested in joining the program:

- what the program is, why it is being offered and the benefits for individual participants and organisations,
- the requirements involved in undertaking an exchange,
- recommendations and guidelines for best practice,
- detailed FAQs providing answers to the most commonly asked questions.

#### Participant registration

Application form for staff to register their interest in participating in the program, including the following details:

- current position details, professional experience,
- type of exchange sought (similar role, higher position, different duties),

- preferred location (metropolitan, suburban, regional, remote),
- preferred duration,
- travel and accommodation preferences,
- preference for a one-way exchange or swap.

The ability for a participant's manager to provide their approval or endorsement within the application would also be a useful addition.

#### Host library registration

Application form for host libraries to register exchange opportunities:

- information about the library service,
- details of the exchange opportunities being offered,
- other relevant information such as travel and accommodation options.

#### **Exchange search**

Include the facility for interested participants to search for exchange opportunities with other participants or at a host library.

#### Agreed outcomes and exchange reflections

Once a participant and host library have agreed to conduct an exchange, the exchange marketplace could further facilitate the process by including the following options:

- documenting and agreeing on the planned outcomes of the exchange between the participant and the host library,
- posting personal and professional reflections about the exchange experience,
- providing feedback between the participant and the host library at the conclusion of the exchange,
- providing feedback about the process as a whole.

## **Recommendations**

As identified through a literature review, analysis of survey results and careful consideration of the SWOT analysis, the following LibSTEP recommendations are put forward.

- 1. There is value in the establishment and operation of a centralised staff exchange program. We would like to see this 'exchange marketplace' hosted by PLV.
- 2. The participant's primary workplace will continue to pay the wage of the participant.
- 3. Recognition for participants in the ALIA professional development scheme.
- 4. We call upon four volunteer library services/institutions to pilot this program.



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## **Appendix A: Survey questions**

Victorian Exchange Program for Library Staff

Hello.

We are researching a statewide staff exchange program for our Shared Leadership project.

A staff exchange would involve you visiting another library service for a period of time to increase your understanding of how another service operates. It may also involve you hosting someone from another library service at your workplace.

We are interested in your thoughts and appreciate your time filling in our short survey.

Q1: Email address

Your email

Q2: Library Service

Choose

Q3: Current position

Your answer

Q4: Could you tell us why you would participate in a professional development exchange program of this kind?

Your answer

Q5: What type of library service would you be interested in doing an exchange with? Metropolitan

Suburban

Regional

Remote

Q6: What role or team would you want to be placed with on your exchange? Same as my role Something completely different Higher role

Q7: How long would your ideal exchange program last? Less than a week

1 week

2 weeks

3 weeks

4 weeks

More than 4 weeks

Q8: Would you be prepared to invest in your professional development by covering the cost of transport and/or accommodation if a cost is incurred?

Yes

No

Maybe

Q9: Would you be comfortable staying in the home of a staff member from the host library service?

Yes

No

Maybe

Q10: Would you be comfortable hosting someone from another library service in your home if they are doing an exchange with your library service? Yes

No

Maybe

<sup>\*</sup>Please note, all survey questions were mandatory

## **Appendix B: Survey responses**

Raw survey data can be found here: <a href="https://tinyurl.com/y5qu3lgw">https://tinyurl.com/y5qu3lgw</a>

#### For privacy reasons:

- we have removed the email addresses collected in responses to Q1,
- we have removed the name of the library service collected in response to Q2 which may have contributed to identifying the respondent,
- we have replaced answers to Q2 with the type of library service; metropolitan, suburban, regional or remote.

## **Appendix C: Methodology**

In order to analyse the survey responses in depth, some alterations and categorisation of the data was required. Here is a summary of those changes for every question where this took place.

#### **Q2: Library Service**

- Respondents chose their answer from a drop-down list of library service names. We then refined and grouped them into metropolitan, suburban, regional and remote services.
- This was done to make clearer the analysis of Q2 in relation to Q5.
- Metropolitan libraries were identified as the four most inner-city council areas, and all other councils identified on this map were identified as Suburban.
  - https://tinyurl.com/y4utbx5m
- Regional libraries were identified using this map, and those councils in the furthest corners of the state were identified as Remote. <a href="https://tinyurl.com/y6mxdsn9">https://tinyurl.com/y6mxdsn9</a>

#### Q3: Current position

- Respondents were able to type in their current role and as such there
  was a great variation in responses. We refined and grouped their
  responses into Officer, Technician, Librarian, Team leader, Coordinator
  and Manager.
- This was done to make clearer the analysis of Q3 in relation to Q6.

## Q4: Could you tell us why you would participate in a professional development exchange program of this kind?

- Respondents were asked to identify why they would participate in an exchange program and responses were detailed and varied. In order to better identify trends in responses, keywords were identified, grouped, and then responses were given a score if they used any of the most common keywords.
- This scoring was then converted into statistics for more detailed analysis.

## Appendix D: Survey analysis and graphs

#### Q1: Email address

We collected email addresses so that on completion of this report, we will be able to email a copy to all respondents.

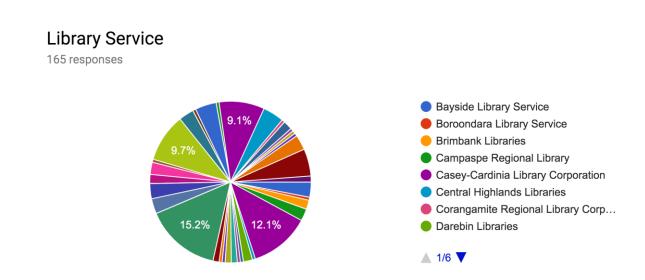
#### **Q2: Library Service**

This question was to capture the breadth of library services across the state who participated in the survey.

We received responses from staff at 35 of the 48 library services across Victoria.

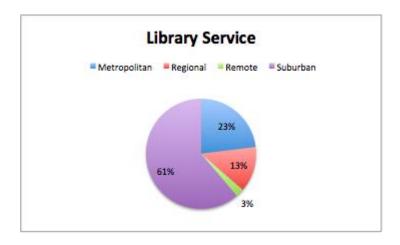
15.2% (25 of 165 total respondents) were from Greater Dandenong, and 12.1% (20) from Casey Cardinia, represented as the two highest percentages in the graph below.

The next two most responsive library services were Melbourne Library Service with 16 respondents or 9.7%, and 15 respondents from the State Library of Victoria at 9.1%.



In order to better analyse responses to Q5 around what type of library service respondents wanted to do an exchange with, we reviewed all answers to this question and assigned each library service a type; metropolitan, suburban, regional and remote.

As displayed in the graph below 61% (101), are from Suburban libraries, 23% from Metropolitan, 13% from Regional and 3% from Remote library services.

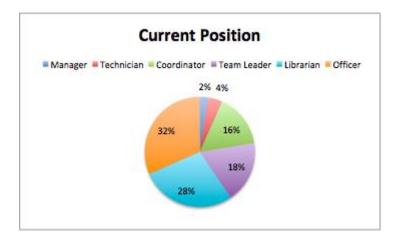


#### **Q3:** Current position

In order to better analyse responses to Q6 around what role respondents might want to exchange with, we reviewed all answers to this question and assigned each a type of current position; Manager, Coordinator, Team Leader, Librarian, Technician and Officer. It is worth noting that we list the types in this specific order to confirm the common hierarchy of position titles in libraries, where manager is the highest role, and officer is an entry level role.

52 of 165 respondents, or 32%, identified their current position as an officer and 46 or 28% as librarian. 18% identified as being in team leader roles, and 16% as coordinators.

There were also responses from people in manager (2%) and technician (4%) roles, as displayed in the graph below.



Q4: Could you tell us why you would participate in a professional development exchange program of this kind?

This question allowed us to gather evidence, advice and feedback from our colleagues at library services across the state to better understand why they would participate.

Responses were generous with detail, often describing not only what they could see as benefits to themselves, but the benefits of sharing knowledge with other services and how that would positively impact on the statewide public library sector.

As this was an open-ended question, we needed to categorise responses in order to clearly see and analyse the most popular reasons for participation in an exchange program.

We first identified the most common words used in responses, and then grouped these into four categories: Personal development, Professional development, Networking and Industry knowledge.

Respondents more often than not mentioned keywords from more than one group.

Each category contained the following keywords:

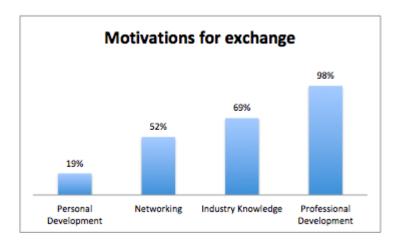
Personal development  • Challenged	Professional development  • Change
<ul> <li>Confidence</li> <li>Growth</li> <li>Improvement</li> <li>Only ever worked in one library service/one role</li> <li>Upskill</li> </ul>	<ul> <li>Experience</li> <li>Ideas (new and sharing)</li> <li>Inspiration</li> <li>Knowledge</li> <li>Learning</li> <li>Opportunity</li> <li>Skills (new and sharing)</li> </ul>
<ul><li>Networking</li><li>Collaboration</li><li>Connections</li><li>Evaluation</li></ul>	<ul><li>Industry knowledge</li><li>Awareness</li><li>Benchmarking</li><li>Best practice</li></ul>
<ul> <li>Exchange</li> <li>Initiatives</li> <li>Partnerships</li> <li>Perspectives</li> <li>Planning</li> </ul>	<ul> <li>Communities</li> <li>Comparison</li> <li>Different libraries</li> <li>Information</li> <li>Operations</li> </ul>
<ul><li>Programs</li><li>Sharing</li></ul>	<ul> <li>Policies/procedures</li> <li>Resources</li> <li>Systems/LMS</li> <li>Understanding</li> </ul>

An overwhelming 98% or 162 of 165 respondents contributed keywords that fell into the Professional development group, which was very validating. This confirms that our colleagues see a great deal of value in an exchange program for their professional development.

The second most common category was Industry knowledge, with 114 of 165 or 69% of respondents using keywords in this category. These span from learning how different library services operate from a systems and LMS perspective, to learning more about benchmarking and best practice.

Just over half of responses, 52%, used keywords in the Networking category, citing sharing and exchanging and learning about programs and partnerships as being a reason they would participate in an exchange program.

Personal development was cited in 32 or 19% of responses, and the most common keywords were around experience in only one library service or role, and that an exchange would enable them to broaden their confidence and challenge themselves. One respondent went further to say that this experience would boost their CV and enable them to apply for different roles in their library service.



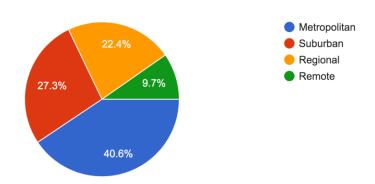
## Q5: What type of library service would you be interested in doing an exchange with?

This question gave us an indication of what services would be most popular in an exchange program.

40.6% (67) elected to exchange to a metropolitan library service, with suburban and regional libraries being almost equal second in popularity with 27.3% and 22.4% respectively. 9.7% of respondents elected to exchange to a remote library.

## What type of library service would you be interested in doing an exchange with?

165 responses



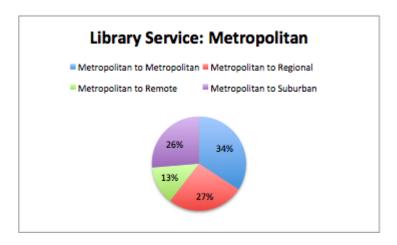
We also were able to identify which type of service the respondent was currently working in from Q2 to more deeply examine whether they wanted to go to a similar or different type of library service.

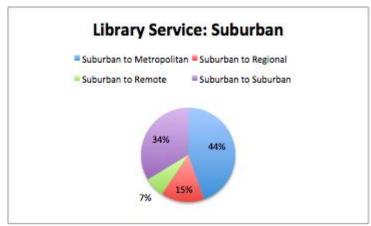
What's interesting about drilling down into these results is that the popularity of an exchange with a metropolitan library remains in three of the four types: metropolitan, suburban and remote respondents all have an exchange with a metropolitan library as their top choice, however respondents from regional libraries have metropolitan as their second most popular choice.

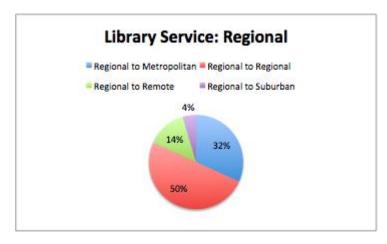
Also, while metropolitan to metropolitan is the top choice, it's interesting to note that exchange with regional and suburban libraries are an equal second choice, indicating that half of metropolitan respondents are interested in an exchange with a different type of library service.

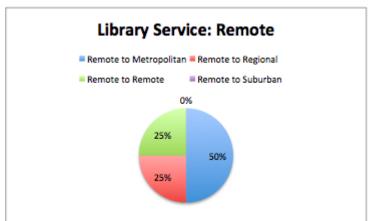
When looking more closely at the responses across the board, things to note include:

- Regional libraries have chosen other regional libraries as their top exchange selection
- Regional respondents are more likely to want to exchange with a remote library than metropolitan or suburban respondents are
- Exchange to suburban libraries is popular with metropolitan and suburban respondents, however not as popular with regional or remote respondents.









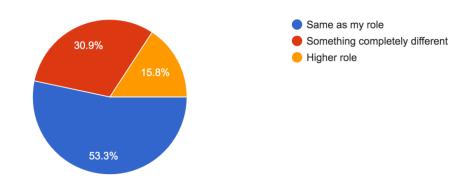
#### Q6: What role or team would you want to be placed with on your exchange?

This question enabled us to identify what respondents thought of the idea of expanding their understanding of their equivalent role, as opposed to learning more broadly about other roles and areas of library service delivery.

53.3% (88) of respondents selected to exchange with a role the same as theirs. 30.9% (51) selected to exchange with a completely different role, the smallest group of respondents at 15.8% elected to exchange with a higher role.

It's worth noting the similarity between the answers "something completely different" and "higher role" as both would be different to the respondent's current role, though one answer is more explicit than the other, assuming respondents knew they wanted to exchange with a higher role.

## What role or team would you want to be placed with on your exchange? 165 responses



There can be assumptions made about levels of formal qualifications achieved in order to hold some of these roles, e.g.: Librarian and Technician. That said, it is also very common in libraries for staff to hold positions with these titles without having any formal qualifications. This makes it difficult to analyse these results in terms of motivation for wanting to exchange with other roles. Most courses have work placement components and some responses indicate that this program is similar or would improve on that part of the formal training with more practical experience.

There are, however, interesting things to note when examining the current role of the respondent and the role they selection to exchange with.

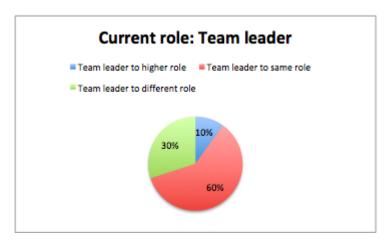
Unanimously, the most popular response is for all current roles to exchange with the same role. This traverses the full hierarchy of positions from Officers all the way to Managers.

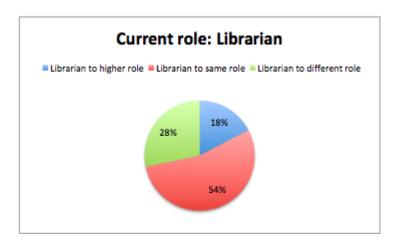
The second most popular choice for all current roles is to exchange with a different role.

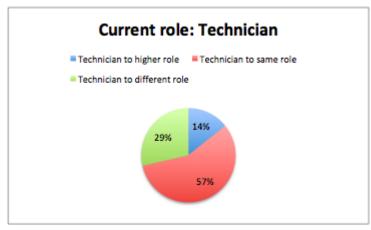
The least popular choice is to exchange with a role higher than the current role. Not surprisingly no respondents currently in Manager positions elected to exchange with a higher role as Manager is the highest role in a library service.

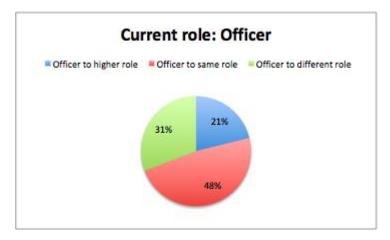












#### Q7: How long would your ideal exchange program last?

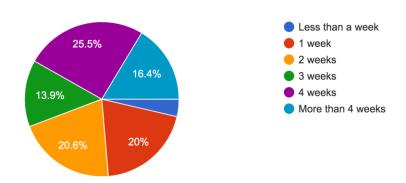
The diversity in responses to this question clearly identify a need for flexibility when planning how long to run an exchange program. On further analysis, 41.9% of respondents selected 4 weeks or more as a preferable exchange duration.

The diversity in the selection of the five most popular answers to this question indicates there is no one-size-fits-all for the length of time an exchange program ought to run.

These responses clearly identify a need for flexibility when planning how long to run an exchange program.

### How long would your ideal exchange program last?

165 responses



## Q8: Would you be prepared to invest in your professional development by covering the cost of transport and/or accommodation if a cost is incurred?

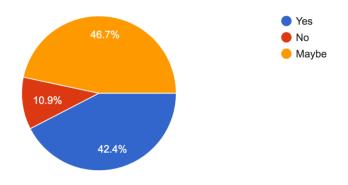
Responses were split between two of three choices, with 77 of 165 or 46.7% selecting Maybe and 70 (42.4%) selecting Yes.

While Maybe does not mean Yes, it does indicate that a possibility exists that the respondent will indeed select to invest in their professional development when the time came.

Only 18 of 165 or 10.9% selected No, they would not be prepared to spend money on their own professional development.

Would you be prepared to invest in your professional development by covering the cost of transport and/or accommodation if a cost is incurred?

165 responses



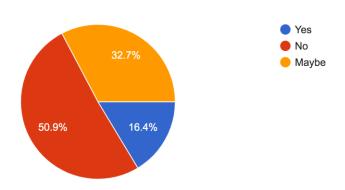
## Q9: Would you be comfortable staying in the home of a staff member from the host library service?

Just over half of respondents, 50.9% (84) selected No, they would not be comfortable staying in the home of someone from the library hosting their exchange. The rest of the respondents were split 32.7% for Maybe and only 16.4% selecting Yes for this response.

Selecting the response No could indicate that respondents would prefer to travel to and from the library they are on exchange with and remain in their own homes, rather than relocate to someone's home for the duration of their exchange.

## Would you be comfortable staying in the home of a staff member from the host library service?

165 responses



## Q10: Would you be comfortable hosting someone from another library service in your home if they are doing an exchange with your library service?

58.8% (97) of respondents selected No, they would not be comfortable hosting someone in their home if that person was on exchange with their library service.

There could be multiple reasons for this including family responsibilities, lack of space to host a guest, etc.

Interestingly, we received the exact same percentage of Yes responses to Q9 and Q10, 16.4% or 27 of 165.

Would you be comfortable hosting someone from another library service in your home if they are doing an exchange with your library service?

165 responses

