Managing the Twenty-First Century Reference Department: Challenges and Prospects

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To be an effective academic head of reference in the 21st century will require many of the same characteristics and skills necessary in the 20th century. While the traditional ways of providing reference services are changing, the fundamental need to provide access to information remains, and effective utilization of staff and other resources is paramount. Balancing the increasing pressures from shrinking budgets, growing costs, proliferation of expensive electronic resources, and high expectations from faculty and students creates a greater need for strong management expertise. The head of reference must be both an exceptional manager and an exceptional librarian.

KEYWORDS. Reference librarians, library reference, World Wide Web, college and university libraries, management, supervision

From Core Competencies to Desired Traits: Hiring a Head of Reference for the New Millennium 17
Philip C. Howze

Reference librarianship in academic libraries has entered into a new century, and the profession will need competent reference managers more than ever. Gone are the days when a reference librarian was promoted to head the reference department based on an interest in supervising others, longevity and experience. The number of applicants in search pools for head of reference positions continues to decline. As the demand for electronic products and other venues of convenience for information delivery continues to increase, the nature of reference practice will change to meet the needs of the user. Unless one prepares for it, that change will be
Managing the 21st Century Reference Department: Competencies

Justina O. Osa

The reference department of the 21st century has to provide services, which are constantly being shaped by the changes in the information environment and the expectations of patrons of the fast-paced era. The presence of a visionary and dynamic leader to direct and influence the behaviors and activities of the staff who must provide the reference services is an important component in the delivery of quality services. This article focuses on the competencies that the leader must possess in order to get the job done well and influence and direct the employees' abilities towards the achievement of the department's predetermined goals. Some of the core competencies considered valuable for the reference leader are identified, defined and discussed.

KEYWORDS. Leading, managing, competencies, reference department, 21st century

Training the New Head of Reference: Focusing on the Supervising Relationship as Technique

Philip C. Howze

A predictable shortage of librarians in public and academic libraries, due to the progressive retirement of the baby boomers and the lure of lucrative positions in the private sector, signifies the need for libraries to change the way heads of reference are hired and retained. Years of previous supervisory experience as a job requirement will need to be replaced with agreement to participate in a positive and substantive training regimen for new supervisors. This article looks at why supervisors need training, assessing the competencies of a new supervisor, applied training for the new head of reference, and consequences of failing to train new supervisors. Examples of techniques for establishing the training milieu are suggested.

KEYWORDS. Heads of reference, supervisors, managers, supervisor training programs, public services, reference departments

Collaborative Leadership: A Model for Reference Services

Kathryn M. Crowe

In 1991, Joseph C. Rost published Leadership for the 21st Century (Praeger) in which he presented a definition of leadership that focused on the influence relationship among leaders and followers rather than on the traits of the leader or the functions of leadership. Rost's model is useful for academic reference leaders who usually head a group of professionals who are involved in a variety of responsibilities that require them to be leaders. This article applies Rost's theories to aca-
demic reference leadership and explores a model that will provide for better job satisfaction for librarians and improved services to library users.

KEYWORDS. Reference services, leadership, academic libraries

It Takes a Village to Manage the 21st Century Reference Department
Paula McMillen
Loretta Rielly

Reference services at Oregon State University's Valley Library have undergone several reorganizations in response to institutional changes, shifting service needs and patron demands. Part of this history includes training for and functioning in team-based management. We have now evolved to a management model that utilizes workgroups and an advisory and coordinating council to assist in running the department. We find this model provides flexibility, sharing of the workload and professional development opportunities, all of which are essential in today's tumultuous reference environment. We will describe the functioning, potential hazards and multiple advantages of this model.

KEYWORDS. Management models, reference services, participatory management, professional development, team management

The 21st Century Reference Department: Working to Provide Quality Service to Users
Patience L. Simmonds

Reference service in academic libraries has evolved over the years from what was the "reference interview" to the kind of service transaction which takes many forms and involves numerous information resources and the highest librarian expertise in some situations. Reference is more versatile now than ever, and this may be attributed to the abundance of resources and the multitude of ways librarians can acquire access to needed information. Coordination of efforts, expertise, and resources can make a great reference department function efficiently and effectively. College and university libraries with huge reference departments may need reference managers or heads of reference to manage them, but there are smaller libraries with small reference departments which employ less than five reference librarians. Managing these small libraries with an even smaller pool of reference librarians may not seem as complicated as managing large ones.

The head of reference position is an important one in the library, both for the staff and for the users served. This article will try to present views on the qualities, qualifications, and requirements which the head of reference should possess in the 21st century.

KEYWORDS. Academic libraries, 21st century reference departments, reference service, instruction, reference librarians, paraprofessionals in reference, head of reference, library use
This paper considers leadership and management issues affecting libraries in general. Specific attention is devoted to academic libraries and their reference departments. It focuses on the dynamics of leadership and management of academic library reference services and what is expected of the reference department head of the 21st century. It explores the changing roles of reference librarians and those of their leaders or department heads. It examines the leadership skills, traits, and competencies and attributes expected of the department head of reference in the new millennium. The paper also examines the paradox of leadership and management and draws distinction between the two terms. It finally looks into whether it is appropriate to have a manager from outside the library profession to be the head of an academic library reference department.

KEYWORDS. Leadership, management, reference department head, reference services, new millennium, 21st century, organization, organizational effectiveness, effective leader, leadership skills, leadership traits