

## Appendix D: Literature Review

The literature review began with a bibliography of 77 articles and other documents compiled by Shumaker and Tyler in 2007. A spreadsheet was prepared in which each row represents a document, and each column represents an attribute of embedded library services. Notations were made in the appropriate cell of the spreadsheet to indicate the treatment of the attribute by the article.

The initial bibliography was updated by searches in Library and Information Science databases, including Emerald, Library and Information Science Abstracts (Cambridge), Library Literature and Information Science (Wilson), and Library, Information Science, and Technology Abstracts (Ebsco). Searches were updated by establishing alerts in each database. Only documents judged relevant to Embedded Librarianship were included in the spreadsheet. The final spreadsheet contains 156 documents, and is available in digital form only due to its size when printed. A summary of the article content analysis is provided as Figure A3-1.

### 3.1 Highlights of Content Analysis

Articles were read and examined for the presence of information that closely paralleled the questions in the Phase 1 and 2 Surveys. The goal was to find how closely the available documentation paralleled the survey results. While many articles presented case studies of embedded librarianship programs, others were of a general or theoretical nature and did not lend themselves to extensive analysis of this kind. Further, it was noted that many case studies focused heavily on the nature of services provided, with little or no treatment of topics such as initiation, marketing, management, and evaluation of embedded services programs.

Notwithstanding the fact that the literature content analysis is not directly comparable to the survey results, several interesting observations can be made:

- Organization type: Academic institutions accounted for 57% of the institutions that could be identified in the literature analysis, but only 28% of embedded librarians (specialized service providers) in the survey. Evidently, the literature contains a disproportionate number of articles about academic libraries. It may also be the case that academic librarians are underrepresented in the Special Libraries Association, from which the survey sample was drawn.
- Industry sector: Educational institutions of all levels represented just under half (48%) of all institutions that could be identified in the literature. Health sciences libraries were a strong second at 27%, and “Other” was third at 14%. No other industry was represented in more than 4% of the articles. The survey results show a much different picture, with Education leading at 28%, while Legal services, Professional services, Financial services, and Media are all ahead of Health services in their survey representation.

- In the literature 59% of articles described embedded librarians working in libraries, with 36% in customer office areas and 5% at home or another telework site. This distribution is quite similar to the survey results. In the survey, 59% of those providing specialized services worked in library areas, 26% in customer office areas, and 15% at home or other locations.
- In both the literature and the survey, the majority of respondents combine responsibility for specialized services and general library services. Seventy-eight percent (78%) of specialized service providers gave this answer in the Phase 1 survey, while 63% of the articles that gave this information had mixed responsibilities.
- The Phase 1 Survey asked embedded librarians whether they engaged in any of ten activities related to building relationships with and knowledge of their customer groups. In the literature content analysis, we also attempted to identify instances of the same ten activities. The respective rankings are quite consistent, with the exception of “Met more than once with a few regular customers” (ranked 2 in the survey but 5 in the literature) and “Collaborated or contributed to customer group electronic communications” (ranked seventh in the survey but second in the literature):

Activity	Survey Rank	Literature Rank
Collaborated on or contributed to your customer group's work	(1)	(3)
Met more than once with a few regular customers to discuss information needs and present results to them	(2)	(5)
Provided training on information resources or information management tools away from library facilities, such as in a customer's office, a conference room, or classroom	(3)	(1)
Met (in person or virtually) with senior members (e.g., executives, managers, supervisors) of your customer group to discuss information-related needs and services	(4)	(6)
Attended your customer group(s)' meetings to learn about their work and information needs	(5 – tie)	(4)
Attended a meeting, class, or conference devoted to your customers' area of expertise (not oriented to librarians)	(5 – tie)	(7)
Collaborated on or contributed to your customer group's electronic communications and/or collaborative workspaces, including email, wikis, blogs, and other web-based workspaces.	(7)	(2)
Attended social events held by your customer group	(8)	(8 – tie)
Had lunch with members of your customer	(9)	(8 – tie)

group		
Met with a customer manager to review my performance	(10)	(8 – tie)

### 3.2 Fig. A3-1 Summary of Literature Content Analysis

<u>Question</u>	<u>Response</u>	<u>Number</u>
1. Which of the following categories best describes the type of organization in which you work? (Check one only)	Government agency (other than public library or school system)	6
	Public Library	1
	School (Primary or Secondary)	4
	Academic Institution (post-secondary education)	69
	For-profit companies or organizations	16
	Not-for-profit companies or organizations (other than public and school libraries, government organizations, non-profit academic institutions)	2
	Other (please specify)	24
2. Which one of the following categories best describes the work of your employer? Please read the entire list before deciding. (Check one only)	Education (Primary, Secondary, or Higher)	60
	Primary industries: Agriculture, Forestry, Mining etc.	1
	Media: Broadcasting, Entertainment, Publishing and other media services	3
	Trade and Professional Associations	0
	Financial Services, including Accounting	1
	Grantmaking and Giving, Social Advocacy	0
	Biomedical and Pharmaceutical Manufacturing	0
	Health Care and Health Services, including Hospitals	34
	Information Services, Data Processing Services	0
	Manufacturing (other than pharmaceutical and biomedical)	0
	Museums and Historical Sites	0
	Legal Services, including Law Firms	2
	Professional Services, including Consulting (other than legal)	5

	Information Technology (Computers and Technology)	0
	Transportation Services	0
	Utilities	2
	Wholesale and Retail Trade	0
	Other (please explain)	17
3. How many people would you estimate are employed by your organization in all locations? If you are self-employed, how many people do you employ, including yourself? (Check one only)	1	0
	2-9	0
	10-24	0
	25-99	1
	100-499	0
	500-999	1
	1000-2499	3
	2500-9999	0
	10,000+	5
	Not sure	41
4. Is there a library, information center, or similar information or knowledge services unit (such as a department) within your organization?	Yes	96
	No	2
5. Is there at least one individual in the organization who is PRIMARILY responsible for providing library, information, or knowledge services to all or part of the organization?	Yes	112
	No	1
6. Where is your primary work area located? If you perform work in more than one location, choose the location where you spent the largest percentage of your time since January 1, 2008. Customer Group means all those persons within your organization who work for a definable unit, such as a department, division, project or practice group, and to whom your library/information center provides services.	Located with other library/information staff	39
	Located with one or more customer group(s)(employees to whom I provide library or information services)within my organization	24
	Neither; not located with other library/information staff nor with customer group	0
	Located at home or another tele-work site	3
	Other (please specify)	25
7. Let's define your supervisor as the person who is responsible for your formal performance review and who has primary responsibility for hiring decisions for your position. Is your current supervisor:	A librarian or information professional	25
	A non-librarian whose is primarily responsible for activities other than library or information services	7
	Other (please specify)	7
8. Does your organization have a specific budget designated for library and information services expenditures?	Yes	43
	No	0
	I don't know	19
9. Is any part of your salary directly funded by one or more customer groups?	Yes, all of my salary	8
	Yes, part of my salary	2

Customer Group means all those persons within your organization who work for a definable unit, such as a department, division, project or practice group, and to whom your library/information center provides services.	No, none of my salary	4
	I don't know	40
10. Are you assigned to provide services exclusively for one or more defined customer groups? Or, are you assigned to do both: provide specialized services to some customer groups and general services to others in your organization?	Comment	10
	I am assigned to work exclusively for one or more defined customer groups in my organization.	26
	I am assigned to do both, provide specialized services for some customer groups and general services to others in my organization.	45
11. How many defined customer groups are you assigned to work with?	None	0
	1	18
	2-4	7
	5 or more	3
12. Which of the following activities have you done with your customer group(s) since January 2008? (Check all that apply.)	Met with a customer manager to review my performance	8
	Provided training on information resources or information management tools away from library facilities, such as in a customer's office, a conference room, or classroom	89
	Attended a meeting, class, or conference devoted to your customers' area of expertise (not oriented to librarians)	38
	Met (in person or virtually) with senior members (e.g., executives, managers, supervisors) of your customer group to discuss information-related needs and services	55
	Attended your customer group(s)' meetings to learn about their work and information needs	67
	Met more than once with a few regular customers to discuss information needs and present results to them	59
	Collaborated on or contributed to your customer group's work	78
	Collaborated on or contributed to your customer group's electronic communications and/or collaborative workspaces, including email, wikis, blogs, and other web-based workspaces.	84
	Had lunch with members of your customer group	8
	Attended social events held by	8

	your customer group	
	Other (please specify)	96
13. Thinking about the defined customer group you have been working with the longest in your current position, how many years have you been providing specialized services to that customer group?	Less than a year	9
	1-2 years	11
	3-4 years	13
	More than 4 years	19
14. How did the specialized service relationship get started?	Customer initiated the service relationship	9
	Librarian or library manager initiated the service relationship	24
	External circumstances forced the service relationship	8
15. Since initiation of the service relationship, the level of time, budget, etc. devoted to specialised service has:	Gone up	37
	Gone down	0
	Stayed the same	1
How is the service sustained/operated? In effect, how does library management know/decide the service is working effectively?		25
How do you monitor relationships with the customer?		31
How do you monitor/maintain communications with librarians who are split apart into diverse customer groups?		13
Are there any actual/formal metrics of the service? If so, what metrics are tracked?		37