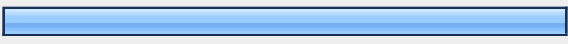




Embedded Librarianship Survey 1

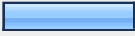
















1. Which of the following best describes your work status as of today? ( <i>Check one only</i> )			
		Response Percent	Response Count
Full-time (35+ hours, including independent consultant)		86.8%	869
Part-time (under 35 hours, including independent consultant)		9.2%	92
Not employed		4.0%	40
	<i>answered question</i>		1,001
	<i>skipped question</i>		0

Appendix A: Survey Results

2. Which of the following categories best describes the type of organization in which you work? (Check one only)		Response Percent	Response Count
Government agency (other than public library or school system)		15.4%	148
Public Library		2.0%	19
School (Primary or Secondary)		0.4%	4
Academic Institution (post-secondary education)		18.9%	182
<b>For-profit companies or organizations</b>		<b>42.9%</b>	<b>412</b>
Not-for-profit companies or organizations (other than public and school libraries, government organizations, non-profit academic institutions)		13.8%	133
Other (please specify)		6.6%	63
		<b><i>answered question</i></b>	<b>961</b>
		<b><i>skipped question</i></b>	<b>40</b>

Appendix A: Survey Results

**3. Which one of the following categories best describes the work of your employer? Please read the entire list before deciding. (Check one only)**

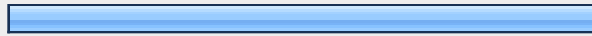

		Response Percent	Response Count
<b>Education (Primary, Secondary, or Higher)</b>		<b>20.0%</b>	<b>188</b>
Primary industries: Agriculture, Forestry, Mining etc.		1.8%	17
Media: Broadcasting, Entertainment, Publishing and other media services		6.4%	60
Trade and Professional Associations		3.5%	33
Financial Services, including Accounting		5.2%	49
Grantmaking and Giving, Social Advocacy		1.0%	9
Biomedical and Pharmaceutical Manufacturing		2.8%	26
Health Care and Health Services, including Hospitals		4.8%	45
Information Services, Data Processing Services		3.2%	30
Manufacturing (other than pharmaceutical and biomedical)		6.1%	57
Museums and Historical Sites		1.5%	14
Legal Services, including Law Firms		12.9%	121
Professional Services, including Consulting (other than legal)		7.9%	74
Information Technology (Computers and Technology)		2.1%	20
Transportation Services		1.3%	12
Utilities		0.5%	5
Wholesale and Retail Trade		0.7%	7

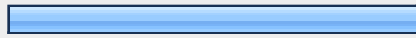
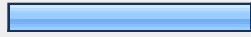
Appendix A: Survey Results



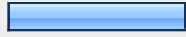


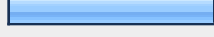
Other (please explain)		18.2%	171
		<b>answered question</b>	<b>938</b>
		<b>skipped question</b>	<b>63</b>

4. 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)		Response Percent	Response Count
1		1.5%	14
2-9		2.5%	24
10-24		2.9%	27
25-99		7.9%	74
100-499		20.1%	189
500-999		9.9%	93
1000-2499		13.6%	128
2500-9999		18.3%	172
<b>10,000+</b>		<b>20.3%</b>	<b>191</b>
Not sure		3.2%	30
		<b>answered question</b>	<b>942</b>
		<b>skipped question</b>	<b>59</b>

Appendix A: Survey Results







5. Is there a library, information center, or similar information or knowledge services unit (such as a department) within your organization?			Response Percent	Response Count
Yes			89.9%	809
No			10.1%	91
			<i>answered question</i>	<b>900</b>
			<i>skipped question</i>	<b>101</b>

6. 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?			Response Percent	Response Count
Yes			63.0%	85
No			37.0%	50
			<i>answered question</i>	<b>135</b>
			<i>skipped question</i>	<b>866</b>



7. How many individuals in total provide library or information services in your organization?			Response Percent	Response Count
None			3.1%	29
1			12.5%	117
2-5			26.9%	252
6-10			13.1%	123
11-25			13.2%	124
More than 25			31.2%	293
			<i>answered question</i>	<b>938</b>
			<i>skipped question</i>	<b>63</b>

Appendix A: Survey Results

8. Which of these position descriptions *Most Closely* matches the responsibilities of your position? Please read the entire list before responding. (Check only one)


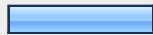



		Response Percent	Response Count
<p><b>Chief, Executive, Director, Manager, Head</b> - responsible for management of one or more departments, divisions, locations or areas within a department</p> 		29.6%	279
<p><b>Librarian, Information Specialist, Researcher, Information or Knowledge Analyst</b> - responsible for professional information and knowledge services, with little or no administrative responsibility. Services may include in-depth research and analysis, reference, information literacy instruction, information organization, thesaurus construction and maintenance, acquisitions and collection development, etc.</p> 		53.1%	500
<p><b>Webmaster, IT, Technology Specialist</b> - responsible for services involving the application of various technologies to solve information related problems, including development of web-based sites, content management, database design</p> 		3.3%	31
<p><b>Support Staff</b> - responsible for assisting and supporting director, managers, librarians and specialists, under general or direct supervision</p> 		3.6%	34
<p><b>Professor, Academic Instructor</b> - responsible for instructing students, conducting research</p> 		1.0%	9
<p><b>Vendor, Sales Manager or Representative</b> - responsible for developing or marketing information products or training</p> 		2.2%	21

Appendix A: Survey Results

<b>Owner, Principal, Consultant - self-employed in own business</b>		1.7%	16
<b>Other (please specify)</b>		5.5%	52
		<b>answered question</b>	<b>942</b>
		<b>skipped question</b>	<b>59</b>

9. 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.

		Response Percent	Response Count
<b>Located with other library/information staff</b>		61.9%	382
Located with one or more customer group(s)(employees to whom I provide library or information services)within my organization		22.0%	136
Neither; not located with other library/information staff nor with customer group		8.8%	54
Located at home or another tele-work site		2.6%	16
Other (please specify)		4.7%	29
		<b>answered question</b>	<b>617</b>
		<b>skipped question</b>	<b>384</b>

Appendix A: Survey Results

**10. 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:**

		Response Percent	Response Count
A librarian or information professional		57.5%	354
A non-librarian whose is primarily responsible for activities other than library or information services		36.9%	227
Other (please specify)		5.7%	35
		<b>answered question</b>	<b>616</b>
		<b>skipped question</b>	<b>385</b>

**11. Does your organization have a specific budget designated for library and information services expenditures?**

		Response Percent	Response Count
Yes		81.8%	503
No		11.4%	70
I don't know		6.8%	42
		<b>answered question</b>	<b>615</b>
		<b>skipped question</b>	<b>386</b>

**12. Is your salary funded COMPLETELY by a library or information services budget?**



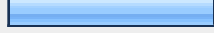

		Response Percent	Response Count
Yes		57.2%	313
No		26.5%	145
I Don't Know		16.3%	89
		<b>answered question</b>	<b>547</b>
		<b>skipped question</b>	<b>454</b>



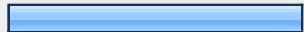
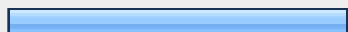

Appendix A: Survey Results

13. Is any part of your salary directly funded by one or more customer groups?



**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.





		Response Percent	Response Count
Yes, all of my salary		26.0%	79
Yes, part of my salary		10.9%	33
<b>No, none of my salary</b>		<b>31.6%</b>	<b>96</b>
<b>I don't know</b>		<b>31.6%</b>	<b>96</b>
		Comment	27
		<i>answered question</i>	<b>304</b>
		<i>skipped question</i>	<b>697</b>

14. In your position, do you provide specialized services to any single customer group within your organization?

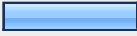
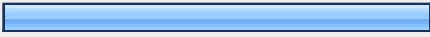
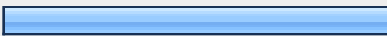
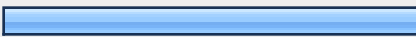
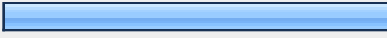
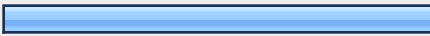


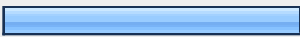
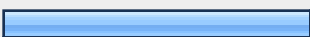
		Response Percent	Response Count
Yes, I provide specialized services to one or more customer groups		45.1%	278
<b>No, I provide services to everyone within my organization</b>		<b>51.9%</b>	<b>320</b>
Not Sure		3.1%	19
		<i>answered question</i>	<b>617</b>
		<i>skipped question</i>	<b>384</b>

Appendix A: Survey Results


15. Are you assigned to provide services <i>exclusively</i> for one or more defined customer groups? Or, are you assigned to <i>do both</i> : provide specialized services to some customer groups and general services to others in your organization?			
		Response Percent	Response Count
I am assigned to work exclusively for one or more defined customer groups in my organization.		21.5%	64
I am assigned to do both, provide specialized services for some customer groups and general services to others in my organization.		78.5%	234
		<i>answered question</i>	298
		<i>skipped question</i>	703

16. How many defined customer groups are you assigned to work with?			
		Response Percent	Response Count
None		4.1%	12
1		18.2%	54
2-4		45.3%	134
5 or more		32.4%	96
		<i>answered question</i>	296
		<i>skipped question</i>	705

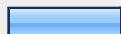
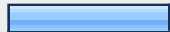
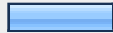

Appendix A: Survey Results

17. Which of the following activities have you done with your customer group(s) since January 2008? (Check all that apply.)		Response Percent	Response Count
Met with a customer manager to review my performance		20.4%	56
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		65.8%	181
Attended a meeting, class, or conference devoted to your customers' area of expertise (not oriented to librarians)		58.9%	162
Met (in person or virtually) with senior members (e.g., executives, managers, supervisors) of your customer group to discuss information-related needs and services		63.6%	175
Attended your customer group(s)' meetings to learn about their work and information needs		58.9%	162
Met more than once with a few regular customers to discuss information needs and present results to them		66.2%	182
<b>Collaborated on or contributed to your customer group's work</b>		<b>74.5%</b>	<b>205</b>
Collaborated on or contributed to your customer group's electronic communications and/or collaborative workspaces, including email, wikis, blogs, and other web-based workspaces.		58.5%	161
Had lunch with members of your customer group		45.5%	125
Attended social events held by		47.3%	130



Appendix A: Survey Results

your customer group			
Other (please specify)		6.2%	17
	<b>answered question</b>		<b>275</b>
	<b>skipped question</b>		<b>726</b>

**18. 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?**

		Response Percent	Response Count
Less than a year		16.8%	48
1-2 years		24.6%	70
3-4 years		15.8%	45
<b>More than 4 years</b>		<b>42.8%</b>	<b>122</b>
	<b>answered question</b>		<b>285</b>
	<b>skipped question</b>		<b>716</b>

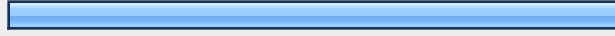
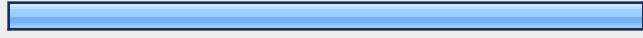
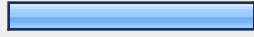
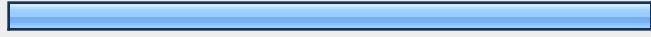
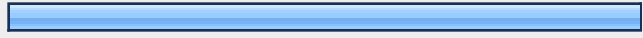
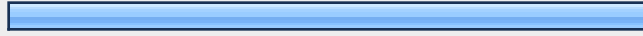
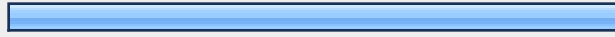
**19. Are you willing to participate in the next survey in this research project?**

		Response Percent	Response Count
Yes		81.4%	232
No		18.6%	53
	<b>answered question</b>		<b>285</b>
	<b>skipped question</b>		<b>716</b>

Appendix A: Survey Results

20. Would you like to enter the drawing to win a \$100 Amazon Gift Certificate?			
		Response Percent	Response Count
Yes		83.0%	831
No		17.0%	170
		<b>answered question</b>	<b>1,001</b>
		<b>skipped question</b>	<b>0</b>


21. Name		
		Response Count
		829
		<b>answered question</b>
		<b>172</b>

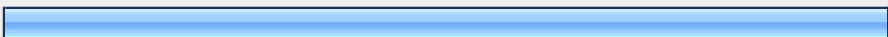

22. Organization Address			
		Response Percent	Response Count
Organization		94.0%	768
Street address		98.0%	801
Street address 2		37.5%	306
City		99.3%	811
State / Province		97.7%	798
Postal code/ Zip code		98.3%	803
Country		93.8%	766
		<b>answered question</b>	<b>817</b>
		<b>skipped question</b>	<b>184</b>

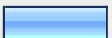
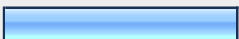
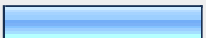
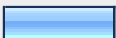
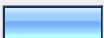
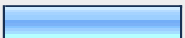
Appendix A: Survey Results

23. Telephone		Response Count
		799
	<i>answered question</i>	799
	<i>skipped question</i>	202

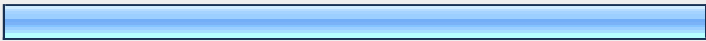


24. Email address		Response Count
		827
	<i>answered question</i>	827
	<i>skipped question</i>	174

1. I have read and understand the materials relating to this survey, and I consent to continue.			
		Response Percent	Response Count
Yes		100.0%	130
No		0.0%	0
<b>answered question</b>			<b>130</b>
<b>skipped question</b>			<b>0</b>

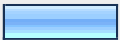

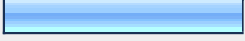
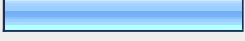
2. In the first Embedded Library Services Survey, you indicated that you provide customized and specialized information services to one or more individual groups that you do not provide to everyone else in your organization. Today, are you still providing these services to any individual customer group(s)?			
		Response Percent	Response Count
Yes		97.7%	125
No		2.3%	3
<b>answered question</b>			<b>128</b>
<b>skipped question</b>			<b>2</b>

3. How long have you been employed in your current position?			
		Response Percent	Response Count
Less than 1 year		11.2%	14
<b>1-2 years</b>		<b>25.6%</b>	<b>32</b>
3-4 years		21.6%	27
5-6 years		12.0%	15
7-9 years		10.4%	13
10 or more years		19.2%	24
<b>answered question</b>			<b>125</b>
<b>skipped question</b>			<b>5</b>

**4. At the time you assumed your current position, did your responsibilities include providing customized or specialized information services to an individual customer group(s)?**




		Response Percent	Response Count
Yes		77.6%	97
No		18.4%	23
Not Sure		4.0%	5
		<b><i>answered question</i></b>	<b>125</b>
		<b><i>skipped question</i></b>	<b>5</b>

**5. Today, how many individual customer groups are you working with to provide specialized or customized services?**

		Response Percent	Response Count
1		12.2%	15
2-3		35.8%	44
4-5		26.0%	32
More than 5		26.0%	32
		<b><i>answered question</i></b>	<b>123</b>
		<b><i>skipped question</i></b>	<b>7</b>


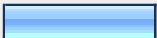
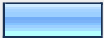





**6. From the time you first began providing specialized information services to an individual customer group(s) until today, has the number of groups you work with increased, decreased, or stayed about the same?**

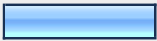

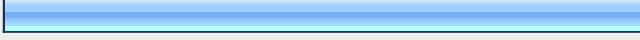

		Response Percent	Response Count
Increased		48.0%	59
Decreased		1.6%	2
<b>Stayed About the Same</b>		<b>50.4%</b>	<b>62</b>
Not Sure		0.0%	0
		Comment	18
		<i>answered question</i>	<b>123</b>
		<i>skipped question</i>	<b>7</b>

**7. In addition to you, how many OTHER librarians or information professionals in your organization currently provide customized or specialized information services to the SAME CUSTOMER GROUP(S) that you serve?**

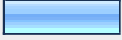
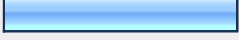
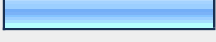
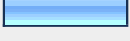
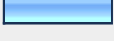
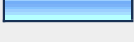
*If you work with multiple groups, consider all groups, and all librarians providing specialized services to any of them.*

		Response Percent	Response Count
<b>0 (in addition to me)</b>		<b>41.0%</b>	<b>50</b>
1 (in addition to me)		16.4%	20
2 (in addition to me)		10.7%	13
3-5 (in addition to me)		13.9%	17
More than 5		13.1%	16
Not Sure		4.9%	6
		<i>answered question</i>	<b>122</b>
		<i>skipped question</i>	<b>8</b>




**8. From the time you first began providing specialized information services to an individual customer group(s) until today, has the number of librarians or information professionals who provide the same services to YOUR CUSTOMER GROUP(s) increased, decreased, or stayed about the same?**

		Response Percent	Response Count
Increased		16.4%	20
Decreased		9.0%	11
<b>Stayed About the Same</b>		<b>70.5%</b>	<b>86</b>
Not Sure		4.1%	5
If there has been an increase or decrease, please describe			19
<i>answered question</i>			<b>122</b>
<i>skipped question</i>			<b>8</b>


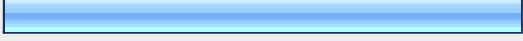

**9. Thinking about the individual customer group you have been working with the longest, how many years have you been providing specialized information services to this particular customer group?**

		Response Percent	Response Count
Less than 1		12.4%	15
<b>1-2</b>		<b>25.6%</b>	<b>31</b>
3-4		23.1%	28
5-6		13.2%	16
7-9		11.6%	14
10 or more		14.0%	17
<i>answered question</i>			<b>121</b>
<i>skipped question</i>			<b>9</b>

**10. Is your relationship with this particular customer group open-ended, with no expected termination date; or is it a finite relationship with an expected termination date (such as the end of a project or a consulting agreement)?**

		Response Percent	Response Count
Open-ended (no termination date expected)		90.1%	109
Finite (termination date expected)		5.8%	7
Not Sure		4.1%	5
		Comment	12
		<b>answered question</b>	<b>121</b>
		<b>skipped question</b>	<b>9</b>

**11. Are you the first person in your organization to provide specialized information services to this particular group?**

		Response Percent	Response Count
Yes		36.4%	44
No		57.0%	69
Not Sure		6.6%	8
		<b>answered question</b>	<b>121</b>
		<b>skipped question</b>	<b>9</b>

**12. In total, how many years have specialized information services been provided to this particular customer group?**

*Please include the combined number of years that you and any others have provided specialized information services to this customer group.*

		Response Percent	Response Count
Less than 1		3.9%	3
1-2		6.5%	5
3-4		5.2%	4
5-6		5.2%	4
7-9		6.5%	5
<b>10 or more</b>		<b>59.7%</b>	<b>46</b>
Not Sure		13.0%	10
		Comment	9
		<b>answered question</b>	<b>77</b>
		<b>skipped question</b>	<b>53</b>

**13. Have you attained any of these levels of education?***For each, please check "yes" or "no."*

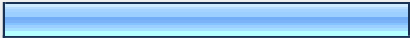
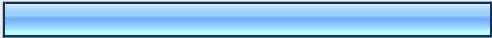

	Yes	No	Response Count
Master's degree in Library Science or Information Science (ALA accredited)	<b>84.3% (102)</b>	15.7% (19)	121
Other degree in Library Science or Information Science	9.1% (11)	<b>90.9% (110)</b>	121
Bachelor's degree in a field relevant to your individual customer group's area(s) of specialization	43.8% (53)	<b>56.2% (68)</b>	121
Post-bachelor's degree in a field relevant to your individual customer group's area(s) of specialization (including Master's, Ph.D., J.D., M.D., etc.)	23.1% (28)	<b>76.9% (93)</b>	121
		Other (please specify)	25
	<b><i>answered question</i></b>		<b>121</b>
	<b><i>skipped question</i></b>		<b>9</b>

**14. Do you have any training or work experience in a field or subject matter related to your customer group's area(s) of specialization?**

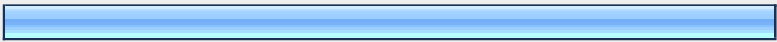


*For each type of training, or experience, please check "yes" or "no".*

	Yes	No	Response Count
5 or more years of work experience in a related field or subject matter	49.6% (60)	<b>50.4% (61)</b>	121
Classes or conferences in a related field or subject matter	<b>77.7% (94)</b>	22.3% (27)	121
Certification in a related field or subject matter	17.4% (21)	<b>82.6% (100)</b>	121
Degree in progress in a related field or subject matter	13.2% (16)	<b>86.8% (105)</b>	121
		Other (please specify)	11
	<b>answered question</b>		<b>121</b>
	<b>skipped question</b>		<b>9</b>

**15. In your current position, are you required to participate in continuing education of any kind to acquire or update knowledge in a related subject area?**


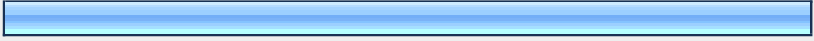
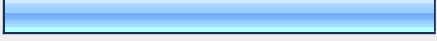
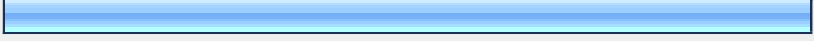

		Response Percent	Response Count
Yes		44.6%	54
No		53.7%	65
Not Sure		1.7%	2
	<b>answered question</b>		<b>121</b>
	<b>skipped question</b>		<b>9</b>

**16. Does your organization support continuing education or training for those who provide specialized information services?**

		Response Percent	Response Count
Yes		85.1%	103
No		6.6%	8
Not Sure		8.3%	10
<i>answered question</i>			<b>121</b>
<i>skipped question</i>			<b>9</b>

**17. In what ways does your organization support continuing education or training?**

*Check all that apply.*

		Response Percent	Response Count
Reimburses some or all of tuition costs		80.6%	83
<b>Reimburses costs to attend conferences in a related field or subject area</b>		89.3%	92
Provides or sponsors courses in-house in a related field or subject area		47.6%	49
<b>Provides release time from work to attend courses or conferences</b>		89.3%	92
Other (please specify)		8.7%	9
<i>answered question</i>			<b>103</b>
<i>skipped question</i>			<b>27</b>

**18. What types of reference, research and resource development services do you provide to your individual customer group(s) and to others in your organization?**

*For each service listed below, please indicate whether you, PERSONALLY, do or do not provide the named service.*

	Yes	No	Response Count
Information resource development (such as evaluating resources, negotiating with vendors, etc.)	<b>83.5% (101)</b>	16.5% (20)	121
Ready reference, quick fact checking, citation verification	<b>91.7% (110)</b>	8.3% (10)	120
Interlibrary Loan and/or document delivery	46.2% (55)	<b>53.8% (64)</b>	119
Evaluating, synthesizing, summarizing the literature	<b>59.3% (70)</b>	40.7% (48)	118
In-depth, topical research	<b>86.0% (104)</b>	14.0% (17)	121
Current awareness, news alerting	<b>80.0% (96)</b>	20.0% (24)	120
Competitive intelligence	41.4% (48)	<b>58.6% (68)</b>	116
Data analysis (such as trends, industry, research)	44.8% (52)	<b>55.2% (64)</b>	116
		Other services (please specify)	14
	<b><i>answered question</i></b>		<b>121</b>
	<b><i>skipped question</i></b>		<b>9</b>



**19. What types of technology related services do you provide to your individual customer group(s) and to others in your organization?**

*For each service listed below, please indicate whether you, PERSONALLY, do or do not provide the named service.*

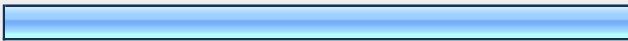

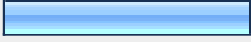

	Yes	No	Response Count
Content management for web, intranet, and wiki sites	<b>58.0% (69)</b>	42.0% (50)	119
Structured database development and/or management (such as relational or XML databases, etc.)	31.9% (38)	<b>68.1% (81)</b>	119
Manipulation of data using analytical software (such as SPSS, SAS, etc.)	11.1% (13)	<b>88.9% (104)</b>	117
Computer and/or network systems management	9.2% (11)	<b>90.8% (108)</b>	119
Information architecture	22.0% (26)	<b>78.0% (92)</b>	118
Document repository management	47.5% (56)	<b>52.5% (62)</b>	118
		Other services (please specify)	12
		<b><i>answered question</i></b>	<b>119</b>
		<b><i>skipped question</i></b>	<b>11</b>

**20. What types of training and educational services do you provide to your individual customer group(s) and/or to others in your organization?**

*For each service listed below, please indicate whether you, PERSONALLY, do or do not provide the named service.*

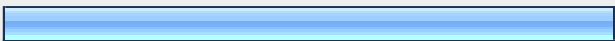

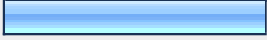

	Yes	No	Response Count
Training on the use of information resources	<b>91.7% (110)</b>	8.3% (10)	120
Sharing instructional responsibility (such as participating with subject faculty in classroom instruction)	<b>53.8% (64)</b>	46.2% (55)	119
Author or contribute to e-communications (such as blogs, wikis, RSS feeds, podcasts)	47.1% (56)	<b>52.9% (63)</b>	119
Produce electronic or print "how to" manuals, pathfinders, etc.	<b>75.6% (90)</b>	24.4% (29)	119
Manuscript preparation and/or co-authorship	30.3% (36)	<b>69.7% (83)</b>	119
		Other services (please specify)	4
	<b><i>answered question</i></b>		<b>120</b>
	<b><i>skipped question</i></b>		<b>10</b>

**21. From the time you began providing specialized information services to this particular customer group until today, has this group's demand for services increased, decreased or stayed about the same?**

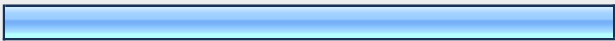

		Response Percent	Response Count
Increased		68.9%	82
Decreased		2.5%	3
Stayed About the Same		26.9%	32
Not Sure		1.7%	2
		Comment	10
		<b>answered question</b>	<b>119</b>
		<b>skipped question</b>	<b>11</b>

**22. From the time you began providing services to the customer group you have worked with the longest until today, has the number of services you provide increased, decreased or stayed about the same?**

*Please respond to this question in relation to the services you indicated you provide to your customer group(s).*







		Response Percent	Response Count
Increased		67.2%	80
Decreased		3.4%	4
Stayed About the Same		28.6%	34
Not Sure		0.8%	1
		Comment	10
		<b>answered question</b>	<b>119</b>
		<b>skipped question</b>	<b>11</b>

**23. Were you involved in any way in the process of initiating specialized services to any individual customer group in your organization?**

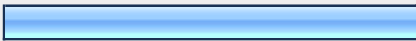

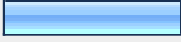
		Response Percent	Response Count
Yes		67.2%	80
No		32.8%	39
In what way were you involved?			60
<i>answered question</i>			<b>119</b>
<i>skipped question</i>			<b>11</b>

**24. To your knowledge, who made the first move to initiate specialized services to customer groups in your organization?**

*Please check the one box that best describes who made the first move to initiate specialized services.*


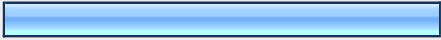
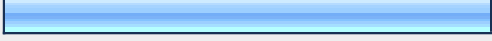

		Response Percent	Response Count
Customer Group made the first move.		10.1%	12
<b>Library/Information Services Group made the first move.</b>		52.1%	62
Customer Group and the Library/Information Services Group made the first move simultaneously		10.1%	12
<b>Someone else</b> in my organization (not the Customer Group nor the Library Group) made the first move		6.7%	8
Not Sure		13.4%	16
Other (please specify)		7.6%	9
<i>answered question</i>			<b>119</b>
<i>skipped question</i>			<b>11</b>

**25. To your knowledge, was authorization from any level of management in your organization required prior to the initiation of specialized services to customer groups?**

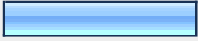

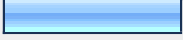
		Response Percent	Response Count
Yes		45.4%	54
No		35.3%	42
Not Sure		19.3%	23
		<b>answered question</b>	<b>119</b>
		<b>skipped question</b>	<b>11</b>

**26. To your knowledge, who in your organization authorized the initiation of specialized services?**

*Check all that describe the level of authorization that was required to initiate services.*


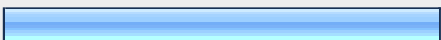
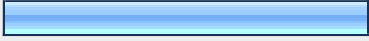

		Response Percent	Response Count
Authorization required from customer group manager/leader		31.5%	17
Authorization required from library/information group director/manager		48.1%	26
<b>Authorization required from organization's senior/executive management</b>		<b>53.7%</b>	<b>29</b>
Other authorization (please specify)		9.3%	5
		<b>answered question</b>	<b>54</b>
		<b>skipped question</b>	<b>76</b>

27. Relationships between information service providers and customer groups may be formal, with documentation that defines the service relationships; or informal, without any documentation. **AT THE TIME** that specialized services were initiated to any of your individual customer group(s), was formal documentation created to define the service relationship or was it not created?

		Response Percent	Response Count
Yes, documentation was created		21.0%	25
<b>No, documentation was not created</b>		<b>59.7%</b>	<b>71</b>
Not Sure/Not Applicable		19.3%	23
		<b>answered question</b>	<b>119</b>
		<b>skipped question</b>	<b>11</b>

28. What type of documentation was created **AT THE TIME** specialized services were initiated?

*Check all that apply.*

		Response Percent	Response Count
<b>Written agreement between the customer group and the service provider group (such as a library) describing the service provider's and/or the customer group's responsibilities</b>		<b>48.0%</b>	<b>12</b>
<b>Written job description of librarian / information professional specifying services to the customer group</b>		<b>48.0%</b>	<b>12</b>
Performance plan specifying delivery of services to the group		40.0%	10
Other documentation (please specify)		20.0%	5
		<b>answered question</b>	<b>25</b>
		<b>skipped question</b>	<b>105</b>


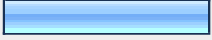
**29. At the time you first began providing specialized services to a customer group, how were you integrated into that customer group?**

*Please check each box that indicates how you were integrated into your customer group at the time you first began providing specialized services.*

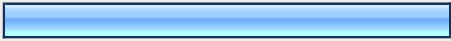
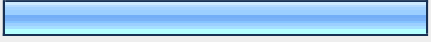

		Response Percent	Response Count
A liaison, mentor, contact, etc. from the customer group was designated to facilitate integration.	<input type="checkbox"/>	26.3%	31
A manager/leader of the customer group facilitated the integration of the service provider into the group.	<input type="checkbox"/>	21.2%	25
<b>A manager/leader from the library/information group facilitated the integration of the service provider to the customer group.</b>	<input type="checkbox"/>	<b>30.5%</b>	<b>36</b>
Service provider integrated themselves into the customer group; no one else facilitated the integration.	<input type="checkbox"/>	28.0%	33
Not Sure/Not Applicable	<input type="checkbox"/>	10.2%	12
Other method of facilitating integration (please specify)	<input type="checkbox"/>	11.9%	14
		<b>answered question</b>	<b>118</b>
		<b>skipped question</b>	<b>12</b>

**30. AT THE PRESENT TIME, are any of the following types of documentation in place with any of your individual customer group (s)?**

**Check all that apply.**

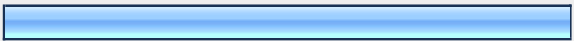


		Response Percent	Response Count
Written agreement between the customer group and the service provider group (such as a library) describing the service provider's and/or the customer group's responsibilities		14.6%	13
<b>Written job description of librarian / information professional specifying services to the customer group</b>		<b>64.0%</b>	<b>57</b>
Performance plan specifying delivery of specialized services to the customer group		27.0%	24
Other documentation in place (please specify)		22.5%	20
		<b>answered question</b>	<b>89</b>
		<b>skipped question</b>	<b>41</b>

**31. Do you submit any written or verbal reports on the services you provide to a manager/leader in your customer group(s)?**

		Response Percent	Response Count
<b>Yes</b>		<b>49.1%</b>	<b>57</b>
No		46.6%	54
Not Sure/Not Applicable		4.3%	5
		Comment	17
		<b>answered question</b>	<b>116</b>
		<b>skipped question</b>	<b>14</b>


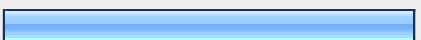
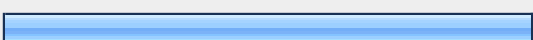
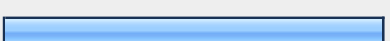
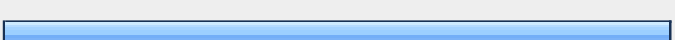
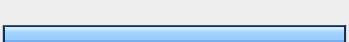
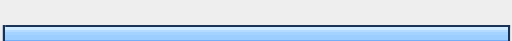
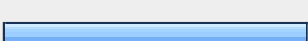


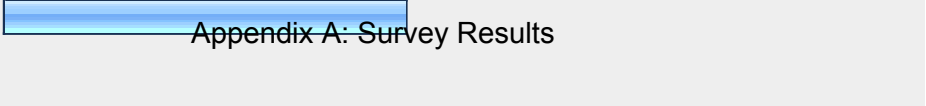


**32. Do you provide any written or verbal reports to anyone outside of your customer group(s) (such as a library/information group leader or organization's executive management) regarding the specialized services you provide?**

		Response Percent	Response Count
Yes		62.4%	73
No		36.8%	43
Not Sure/Not Applicable		0.9%	1
If yes, to whom do you provide reports? (please specify)			37
			<b>answered question</b>
			<b>117</b>
			<b>skipped question</b>
			<b>13</b>

**33. How do members of your customer group(s) learn about the services you offer?**

*Check all that apply.*

		Response Percent	Response Count
Formal new-employee orientations		51.3%	60
Formal presentations to the customer group		45.3%	53
Participation in customer group's teams, projects, client work, etc.		58.1%	68
Service provider seeks out new group members		41.9%	49
One-on-one meetings/consultations with customer group members		73.5%	86
Printed promotional materials such as brochures, fliers or posters		37.6%	44
E-communications such as blogs, web content, etc. authored by the service provider		55.6%	65
Information on the customer group's web-site or other customer group e-communications		33.3%	39
Customer manager refers new			

group members to the service provider		44.4%	52
<b>Word of mouth</b>		<b>84.6%</b>	<b>99</b>
Other (please specify)		9.4%	11
<b>answered question</b>			<b>117</b>
<b>skipped question</b>			<b>13</b>

**34. Are these or any other type of information or measurement data collected for the purpose of evaluating services?**

*Please check "yes" or "no" for each. Check "not sure" if you do not know. Describe any other information or data measurements in use in the "Other" box.*





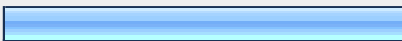

	Yes	No	Not Sure/Not Applicable	Response Count
Number of reference questions answered	<b>69.0% (80)</b>	27.6% (32)	3.4% (4)	116
Number of research projects performed	<b>56.9% (66)</b>	33.6% (39)	9.5% (11)	116
Number of documents delivered	<b>44.0% (51)</b>	43.1% (50)	12.9% (15)	116
Number of items circulated	33.6% (39)	<b>50.9% (59)</b>	15.5% (18)	116
Number of training sessions delivered	<b>63.8% (74)</b>	30.2% (35)	6.0% (7)	116
Attendance at training sessions	<b>59.5% (69)</b>	33.6% (39)	6.9% (8)	116
Number of hours spent in various activities, or working for different customers	<b>50.0% (58)</b>	42.2% (49)	7.8% (9)	116
Surveys of customer satisfaction	<b>50.0% (58)</b>	42.2% (49)	7.8% (9)	116
Learning outcomes of students	21.6% (25)	<b>59.5% (69)</b>	19.0% (22)	116
Costs of information services delivered	27.6% (32)	<b>54.3% (63)</b>	18.1% (21)	116

Appendix A: Survey Results				
Financial measures, such as cost savings, avoided costs, or return on investment of specialized information services	25.0% (29)	<b>59.5% (69)</b>	15.5% (18)	116
Contribution of specialized information services to profit and loss or other organizational financial measures	16.4% (19)	<b>61.2% (71)</b>	22.4% (26)	116
Anecdotes of impact of specialized information services on customer work and outcomes	<b>72.4% (84)</b>	21.6% (25)	6.0% (7)	116
Other information or measurement data				10
<i>answered question</i>				<b>116</b>
<i>skipped question</i>				<b>14</b>

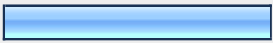
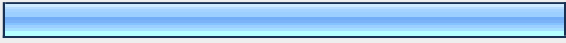



35. Is the measurement data used in any way to justify the continuation of specialized services to any of your individual customer groups?				
			Response Percent	Response Count
Yes			43.1%	50
No			31.0%	36
Not Sure/Not Applicable			25.9%	30
Please describe how it is used.				26
<i>answered question</i>				<b>116</b>
<i>skipped question</i>				<b>14</b>

**36. Are any of your individual customer groups involved in your performance review in any way, or do you not receive a formal performance review?**

*Check the one response that best describes your performance review process.*

		Response Percent	Response Count
I do not receive a formal performance review.		6.0%	7
I receive a formal performance review and my customer group(s) is solely responsible for it.		2.6%	3
I receive a formal performance review and my customer group(s) shares responsibility for it with someone else outside the customer group.		4.3%	5
I receive a formal performance review and my customer group contributes feedback to it, but someone else outside my customer group is responsible for it.		35.3%	41
<b>I receive a formal performance review but my customer group does not contribute any feedback to it; someone else outside my customer group has sole responsibility for my performance review.</b>		<b>44.0%</b>	<b>51</b>
Other situation (please specify)		7.8%	9
		<i>answered question</i>	<b>116</b>
		<i>skipped question</i>	<b>14</b>

**37. Overall, how successful do you think the delivery of specialized information services to your customer group(s) is at this time? Check one.**

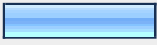
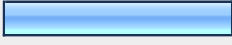
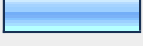

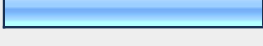

		Response Percent	Response Count
Very successful		29.3%	34
<b>Successful</b>		<b>62.1%</b>	<b>72</b>
Neither successful nor Unsuccessful		6.9%	8
Unsuccessful		0.9%	1
Very unsuccessful		0.0%	0
No Opinion		0.9%	1
		<b>answered question</b>	<b>116</b>
		<b>skipped question</b>	<b>14</b>

**38. Please describe the most important factors in the success, or lack of success, in the delivery of specialized, customized services to your customer group(s)?**





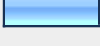

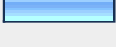
		Response Count
		77
		<b>answered question</b>
		<b>77</b>
		<b>skipped question</b>
		<b>53</b>

**39. In a previous question, we asked about the number of librarians or information professionals that provide services to the same customer groups *you* serve. Now we would like to know the *total* number of librarians or information professionals in your organization that provide customized and specialized services to all customer groups.**

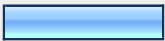

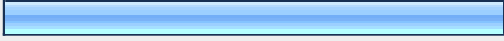

*Please include yourself in the count.*

		Response Percent	Response Count
1 (I am the only one)		16.4%	19
2-4,		25.0%	29
5-7		14.7%	17
8-10		9.5%	11
<b>More than 10</b>		<b>28.4%</b>	<b>33</b>
Not Sure		6.0%	7
		<b><i>answered question</i></b>	<b>116</b>
		<b><i>skipped question</i></b>	<b>14</b>


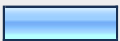
**40. To your knowledge, how many years total have customized and specialized information services to individual customer groups been offered in your organization?**

		Response Percent	Response Count
Less than 1 year		2.6%	3
1-2 years		8.6%	10
3-4 years		6.0%	7
5-6 years		5.2%	6
7-9 years		10.3%	12
<b>10 or more years</b>		<b>55.2%</b>	<b>64</b>
Not Sure		12.1%	14
		<b><i>answered question</i></b>	<b>116</b>
		<b><i>skipped question</i></b>	<b>14</b>



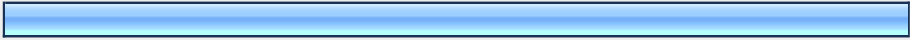


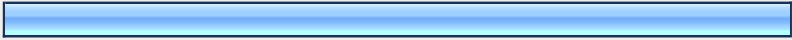




**41. To the best of your knowledge, has the number of library or information professionals who provide specialized services in your organization increased, decreased or stayed about the same since January 2007? Check one.**

		Response Percent	Response Count
Increased		17.2%	20
Decreased		21.6%	25
<b>Stayed About the Same</b>		<b>55.2%</b>	<b>64</b>
Not Sure		6.0%	7
<i>answered question</i>			<b>116</b>
<i>skipped question</i>			<b>14</b>

**42. Would you like to enter the drawing to win a \$100 Amazon Gift Certificate?**

		Response Percent	Response Count
Yes		87.8%	101
No		12.2%	14
<i>answered question</i>			<b>115</b>
<i>skipped question</i>			<b>15</b>

43. Please provide your contact information so that we may notify you if you win the drawing.

		Response Percent	Response Count
<b>Name:</b>		100.0%	100
<b>Company:</b>		100.0%	100
<b>Address:</b>		100.0%	100
Address 2:		45.0%	45
<b>City/Town:</b>		100.0%	100
State:		87.0%	87
<b>ZIP/Postal Code:</b>		100.0%	100
<b>Country:</b>		100.0%	100
<b>Email Address:</b>		100.0%	100
Phone Number:		96.0%	96
		<i>answered question</i>	<b>100</b>
		<i>skipped question</i>	<b>30</b>



Appendix A: Survey Results

Embedded Librarians Survey 2 - Final

1. Please describe the most important factors in the success, or lack of success, in the delivery of specialized, customized services to your customer group(s)?		
		Response Count
		77
<i>answered question</i>		77
<i>skipped question</i>		53

Response Text		
1	I work for a scholarly society/vendor. I serve three major customer groups. 1) Organizations that purchase our products 2) Student leaders who manage our branches at their schools 3) OPur organization's sales & marketing, and product development teams.  Our goal with all of these groups is to become a partner in their efforts; the skills and tasks required for each are very different but symphyotic. We are noted for anticipating needs, and providing a level of personal service that is unusual and longlasting.	Nov 10, 2008 1:18 PM
2	Better understanding and specialized service contributes to the bottom line of the company.	Nov 10, 2008 1:40 PM
3	Since my job is a new initiative, the concept of having an embedded librarian is new. Most managers/directors are used to doing their own research and CI and it has been hard to change their behavior. I also lack management support to put processes in place, as our Director has too business units reporting to him. Upper management likes the "idea" of having a formal CI and market research arm, but has lacked in support of suggest direction and company resources needed to make it a success.	Nov 10, 2008 2:15 PM
4	If students become self sufficient, and no longer send requests to our department, then there has been some success. Work on no news is good news, but continued and ongoing outreach is going on.	Nov 10, 2008 2:23 PM
5	word of mouth has been very important - referrals made	Nov 10, 2008 2:33 PM
6	knowing their subject specialties; getting myself on list-serves regarding those specialties; their individual work styles in terms of how much assistance they want from me as opposed to doing their own research; how easy it is to find materials on sub-specialties; how much their specialties involve web-related content work	Nov 10, 2008 2:44 PM
7	It is a priority to my organization, and I am given the time to do a good job. The customer groups are very appreciative of my services, and I am providing a level of support to them that they have never had before.	Nov 10, 2008 2:54 PM
8	Because we have no catalog, I believe my services are restricted. Once we have an online catalog, I believe more people will use the library and receive more information faster. I have been trying to get a ILS system since the day I started. It is very frustrating working within DOD restrictions.	Nov 10, 2008 3:01 PM
9	We develop a relationship with the group. We understand their project.	Nov 10, 2008 3:20 PM
10	The most important factor is meeting expectations. They won't come back if they are not happy with the work!	Nov 10, 2008 3:28 PM
11	Feedback has been very positive.	Nov 10, 2008 3:32 PM

Appendix A: Survey Results

Response Text		
12	Financial support from service group for database subscriptions; training support from library to maintain expert searcher status; quarterly resource awareness/training sessions presented to client group to maintain interest and expand clientele.	Nov 10, 2008 3:32 PM
13	Timeliness, open communication, and flexibility.	Nov 10, 2008 3:36 PM
14	Interest on their part. Ability to convey the worth of it to them	Nov 10, 2008 3:37 PM
15	Keep trying news ways to reach out to students and faculty. Time, time, and more time. Having an office in their building makes me easier to find.	Nov 10, 2008 3:43 PM
16	Without it, the organization wouldn't have any access to professional library service.	Nov 10, 2008 4:13 PM
17	Always looking for new ways to communicate - never stumped -we have the Sherlock Holmes mentality- also continuous improvement.	Nov 10, 2008 4:16 PM
18	Everyone in the customer group knows me. Customers are sent to me immediately upon hire. I am proactive in keeping customers current about internal and external publications, documents and/or events. I am the first "go to" person in the customer group.	Nov 10, 2008 4:18 PM
19	Feedback messages from satisfied customers	Nov 10, 2008 4:19 PM
20	Slow sustainable growth is best indicator. Pulses are not reliable. Eventually, the service will plateau and a decline will be noted signalling need for some review.	Nov 10, 2008 4:43 PM
21	Impact on student learning w/our integrating with global projects program, as for faculty liaison services, it is evident that faculty like to have specialized contact and content/research help available to them, integration with our Center for Entrepreneurship and Innovation helps to increase attendance at workshop because they help promote them, they also love having a specific library contact to refer people to. So factors which are important: personal interaction with customer, giving them feedback and summary of work with special groups to help them understand value of librarian, various methods of communication depending on preference of customers, integration with high level strategic teams at the organizations in order to be visible to leaders and connectors on campus, customized messages to specific groups, a can-do attitude, money to take division heads or new customers out to lunch and/or to provide them with engaging, informative interactions	Nov 10, 2008 4:52 PM
22	The most important factor in our success has been the ability of higher level management to understand the value of what we do. When we have people in charge that recognize the value of our mission, we are able to do much more. Without that understanding or vision, it greatly hampers our ability to expand or improve our level of service. Also, our interaction with the IT department has been tenuous at best. When they are on board with what we're doing, we are able to serve our customers much better. When they are not, we suffer. Lately they have put an iron clamp down on all technical initiatives. Since we don't really fall into their domain, yet have a technical database and perform technical services, we are sometimes hampered by their ability to assist or lack of desire to assist.	Nov 10, 2008 5:08 PM
23	Immediacy is an important aspect for many of the customer groups I serve. I interact a great deal more with the customer groups my workspace is physically close to and feel more in touch with there needs. There can be a great deal of conflict when determining roles & responsibilities. Often there are control issues between my group and at least one customer group	Nov 10, 2008 5:53 PM
24	Being part of the team seamlessly. So that you partner with them rather than have a client/customer relationship	Nov 10, 2008 6:19 PM
25	marketing - how well the services are known by the customer group	Nov 10, 2008 6:45 PM
26	Highly responsive customer service/response times; expertise, persistence.	Nov 10, 2008 6:47 PM

Appendix A: Survey Results

Response Text		
27	Brought in to manage projects where my expertise is needed. They took the right first step in recognizing they could not deliver the needed results without the help of an expert in library science. Accepting and recognizing that expertise was the most important factor in the success of the project.	Nov 10, 2008 6:49 PM
28	- Quality & thoroughness of materials/information provided to customer group - Timeliness of delivery of materials/information to customer group - Continual feedback to customer group during information gathering in order to ascertain changes in need or clarification of need.	Nov 10, 2008 7:30 PM
29	not all potential clients in group are aware of availability of specialized information services	Nov 10, 2008 7:36 PM
30	Flexibility, willingness to try new things, new technology; some subject knowledge, lucky to make some good contacts when I started the job	Nov 10, 2008 7:43 PM
31	1. Commitment of customer group to participate in subject matter knowledge transfer (e.g. keeping content current) 2. Communication between customer group and myself	Nov 10, 2008 8:08 PM
32	Communicating success stories to both managers and users to underscore the worth of the service.	Nov 10, 2008 8:30 PM
33	Open, informal communication between information professionals and clients is crucial.	Nov 10, 2008 8:36 PM
34	the IR will be launched to our clients in 2009	Nov 10, 2008 9:13 PM
35	communication, and sufficient time to specialize	Nov 10, 2008 9:49 PM
36	Accurate perception of needs; thorough employment of resources; timely delivery of relevant results.	Nov 10, 2008 10:03 PM
37	Being responsive to their needs. Building up relationships over time is also key. I find face-to-face interactions to be a crucial factor in this.	Nov 10, 2008 10:48 PM
38	There is still much that could be done. Not being physically housed with the customer group is a huge negative. There is a diminished sense of belonging to or "ownership" by the group. Where information specialists (and library) are housed within customer accommodation, services are integrated much more easily. Physical housing in a general or "main" library facility often results in a dilution of services and time spent on duties other than for the designated customer group. Casual social encounter does not occur naturally but has to be factored into a visitation regime. Desk-top access to so many electronic resources give rise to the perception that fewer services are required. Virtual services have not kept pace with the changes in user behaviours and expectations.	Nov 11, 2008 1:49 AM
39	We in the research library are aware of what the teams are looking for, are knowledgeable on the industries they are looking into, and provide them with the data/information they are asking for as well as some data/information that they may not have asked for but that may be relevant.	Nov 11, 2008 4:09 PM
40	Members of the customer group have to be willing to let me in. Many of them are independent and self-sufficient, and come to me only when they are in a hurry or as a last resort.	Nov 12, 2008 6:18 PM
41	ability to return relevant and factual information in a timely manner.	Nov 12, 2008 9:46 PM
42	Expectations clearly set and communicated, regular communications between provider and customer group, willingness to experiment on the part of customer group	Nov 13, 2008 3:54 AM
43	I think that visibility, persistence, and providing excellent service have been the most important factors in my success.	Nov 13, 2008 5:29 PM
44	Communication between myself and the customer group. It is important to know the goal and what is possible for the library to do to contribute to its achievement. (Good Reference Interview)	Nov 14, 2008 12:03 AM

## Appendix A: Survey Results

Response Text		
45	a major factor in success is the number of electronic journals that our university licenses. a major problem is material available electronically to which we do not have access, like the early years of journals and titles not included in various deals & bundels	Nov 14, 2008 12:37 AM
46	Knowledge of the customers' information needs. Establishing customer confidence in my info searching and retrieval skills. Responding in a timely manner to requests.	Nov 14, 2008 3:48 PM
47	customer feedback, formal survey responses on content, timing, and impact.	Nov 16, 2008 2:31 PM
48	lack of internet accessiblity and slow speed of internet especially in developing country like Pakistan.	Nov 16, 2008 8:08 PM
49	Success is that students know how and where to find the relevant information for planning their career strategies. Biggest barriers to success are lack surprising lack of information literacy skills and English Language skills	Nov 17, 2008 2:10 PM
50	Restructuring of the library has been a distinct problem. I have proposal for new outreach plans but can not get approval until we've restructured (and they require some \$). Although I wish to continue to focus on a distinct customer group, integration with wider library outreach services would be beneficial, to learn and share from each other's experiences. This position was conceived of as a wildcard, no clear expectations or goals. Now, lacking a supervisor, I find myself groping in too many directions, hunting for the most fruitful project to undertake- which can be a slow and frustrating process...	Nov 17, 2008 2:23 PM
51	Our success is heavily dependent on turnaround time, and the speed at which unsolicited (but highly relevant) information is passed along. Among the executive groups, success is determined by brevity - spelling out or making reference to the salient points in a document to save as much time as possible.	Nov 17, 2008 2:32 PM
52	being part of the team; timely response to team members; open communication; continuous improvement of products based on customer feedback	Nov 17, 2008 3:16 PM
53	Shareholder input	Nov 17, 2008 3:19 PM
54	Effective 2-way communication	Nov 17, 2008 4:15 PM
55	People don't really care whether I am there or not until they need my help - just once - then they are converted and ask for my help regularly.	Nov 17, 2008 5:02 PM
56	understanding needs of group; providing relevant, timely information	Nov 17, 2008 5:42 PM
57	Qualified and motivated reference staff. Large investment in information resources. Ongoing training initiatives.	Nov 17, 2008 6:02 PM
58	Making and keeping contact with the faculty and staff. The College of Engineering is a 15 minute walk from the library so this is a challenge. However, I have been given office space over there and I have instituted office hours this semester (mostly for student drop-ins for research) but I have noticed that faculty look for me at those times for consultation. And this has resulted in some interesting projects.	Nov 17, 2008 6:41 PM
59	I provide high quality, timely research services to my customer groups, but would like to be able to allot more time to current awareness, training, and providing specialized, targeted information to these groups.	Nov 17, 2008 6:46 PM
60	Most important have been an attitude that respects the user regardless of their skills or experience using the latest library tools & services; a willingness to say yes to suggestions; attendance at their departmental meetings & councils to learn what their needs are without them having to contact me directly to ask for assistance (sometimes they don't know that I can help them); my willingness to do trainings on their unit (I go to them; I don't require that they come to me), and honestly... just being a friendly, approachable person who they're happy to see.	Nov 17, 2008 6:57 PM
61	Motivation -- I have a fantastic boss. Education -- my boss will answer ANY question so I am never stuck or in doubt as to how to procede. Reputation -- my boss has built a sterling reputation for her library. Faculty is thrilled with her products.	Nov 17, 2008 7:23 PM

Appendix A: Survey Results

Response Text		
62	need more knowledge & better integration to deliver better services. Also need more \$ to buy better access to online reference resources.	Nov 17, 2008 10:19 PM
63	I have established a reputation for prompt, valuable service with end users. They trust me and rely on me.	Nov 18, 2008 3:06 PM
64	Interpersonal relationships with senior scientists and laboratory management. Good relationships, including their knowledge of the quality of work delivered by the information service, increases their promotion of our services to their coworkers/employees. The caveat here is that we must always deliver high quality service to maintain credibility.	Nov 18, 2008 4:35 PM
65	Timely, accurate and referral to another service if I cannot help	Nov 20, 2008 4:17 AM
66	Highly skilled staff. Highly skilled library manager who insures that corporate management is informed and aware of our contributions. Appropriate tools.	Nov 20, 2008 2:53 PM
67	Getting the faculty interested in library education, stressing the value of being information literate to students	Nov 20, 2008 11:54 PM
68	In early stages so hard to fully evaluate success as of yet. Would like to implement more robust system, with more robust software, but budgetary concerns have held up procurement process. Various other priorities related to Analyst title, so not able to fully dedicate time to development of KM system and services.	Nov 23, 2008 7:54 PM
69	Speed and accuracy of information retrieval; creativity of searches used to gather required/requested information that others couldn't obtain.	Nov 24, 2008 11:47 PM
70	Because my clients are reporters, sucesses is measured by not having to run corrections on information in the paper, and being successfully led by the information I provide to sources they can interview for stories, and the details I add to stories being accurate, informative and exlcusive to our paper.	Nov 26, 2008 10:21 PM
71	We are very short of qualified staff to provide competent service. This company considers the word "librarian" to apply to a worker who can read who sits in the library. The management views the library as a "sheltered workshop" for "ladies" who cannot do other work. The engineers are the ones who do understand what I do for them and who support my work.	Nov 27, 2008 12:07 PM
72	The key is to provide th customer exactly that information for which they are looking.	Nov 28, 2008 12:14 PM
73	Access to scholorlarly journals; my excellent search skills are time savers. relationship with IT helps obtain quick tech response on a variety of issues.	Nov 28, 2008 12:46 PM
74	regular communication with members of the customer group	Nov 28, 2008 8:47 PM
75	My participation in the group has provided more visibility for myself and library. I have increased my costumer base.	Dec 1, 2008 7:00 PM
76	I am always available for ad-hoc requests, I give them top priority just about all of the time, I have developed subject matter expertise in that sector so I'm pretty good at delivering results, I'm always working to make each report a little bit better than the last one...	Dec 3, 2008 6:53 AM
77	Knowledge of the research topics of each group and of information science and services.	Dec 19, 2008 7:20 PM