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Abstract

This paper seeks to capture changing policies and approaches to hybrid and remote work in academic libraries following the COVID-19 pandemic. For this study, job advertisements were gathered and those hiring managers surveyed. Results show hybrid/remote positions have competitive salaries, many types of academic library positions have hybrid eligibility, and campus and library policies regarding hybrid/remote work and their inclusion in job postings continue to evolve. Despite the potential recruitment benefits of these flexible work arrangements, many who offer them are not including this information in their job advertisements; therefore, job candidates should ask or negotiate for this benefit.

Introduction

With the changes to library services and work practices during and following the COVID-19 pandemic, it is important to understand and capture current recruitment trends for hybrid and remote work in libraries. Several recent publications note a trend toward more flexibility about when and where library work is performed. While some institutions had flexible work arrangement policies prior to the pandemic, they were not readily used, and instead applied on a case-by-case basis (Hosoi et al., 2021). The global COVID-19 pandemic forced individuals to work differently and many found they preferred the flexibility. Additionally, individuals showcased equal or greater productivity (Green, 2022) when working remotely or in a hybrid fashion, especially after caregiving facilities re-opened. Yet, in academic library job postings there is not a standard approach for indicating hybrid/remote eligibility or flexible work arrangements.

By examining job advertisements, researchers are able to get a glimpse into hiring trends in the profession, wish lists for individual library organizations, and showcase changes to sub-disciplines over time in the library and information science fields. While this may not capture the exact working environment in libraries, job advertisements indicate a willingness to consider different working styles during the recruitment process and are a leading indicator for changes emerging in the field.

The authors (one at a large Doctoral Very High Research Activity institution, the other at a small Doctoral/Professional university) noted different approaches at their own institutions for hybrid

and remote work as well as ongoing changes to flexible work arrangements following the COVID-19 pandemic. These observations motivated them to examine job advertisements and hiring practices in academic libraries in a post-pandemic environment to determine if the differences were mirrored in other academic libraries. Therefore, in this research study the authors gathered US academic library job postings for five months in 2023 and contacted hiring managers to determine whether there were any considerations around hybrid and remote options for the recruited position. Through this study, the researchers sought to answer the following research questions:

1. Is there any relationship in job postings between salaries and hybrid/remote eligibility?
2. Is there a difference in hybrid/remote and on-site arrangements by job function/responsibility?
3. Are there differences in hybrid/remote offerings by academic library characteristics/ classifications?
4. How prevalent are hybrid/remote options in positions where they are not mentioned in the job ads?
5. Does the potential impact on recruitment influence decisions regarding whether to include work arrangement information in academic librarian job descriptions?

Literature Review

Two themes that informed the current study from the literature were hybrid/remote work trends that emerged after the pandemic and research practices around job advertisements within library and information science.

Remote and Hybrid work options for libraries during and post-COVID-19 Pandemic

Library service delivery and operations changed significantly during and after the COVID-19 pandemic (Hall & Duggins, 2022; Hinchliffe & Wolff-Eisenberg, 2020). To continue to provide library services in the pandemic and post-pandemic environment, corresponding changes were made in remote/hybrid work arrangements. In the ACRL Academic Library Trends and Statistics 2022 survey, a set of questions were devoted to library service and workplace trends post-COVID-19 (Association of College and Research Libraries, 2022). The results showed that about half of academic libraries were offering hybrid (42.4%) or remote (7.8%) options to library employees (ACRL Benchmark Question 4). ACRL also asked libraries whether hybrid/remote options would be included in library job postings, when positions were eligible. Responses indicated that 40.6% would include this information in job postings, 35.1% were unsure, and 24.4% would not (Question 7).

Early pandemic studies of changes to library services noted website differences and surveyed libraries about changes to work locations (Heady et al., 2021). For the fall 2021 semester, hybrid schedules were the most common approach, they noted that remote work options "were almost equally available to professional staff (33%) as paraprofessional staff (31.2%)" (p. 742).

Heady et al. noted that much of the success of maintaining services during the pandemic "relied largely on existing technological infrastructure… and the happenstance that many library workers possessed home internet connections and the computer hardware necessary to conduct library work" (p. 752). A couple of recommendations came from their findings included establishing at least 20% remote work agreements and encouraging library administration to participate in remote work in order to understand how it affected the library workforce.

After one year of the COVID-19 pandemic a survey of public services librarians was conducted to capture work locations of employees (Todorinova, 2021). At the time of her survey, many were still working hybrid or fully remote. Todorinova reported that many librarians noted both advantages and drawbacks to remote work. In some cases, individuals were as productive with work output and research though more stressed. Others noted that caregiving responsibilities made it hard to maintain a positive work/life balance. Many commented on missed chance encounters with colleagues and constituents alike, though new online communication pathways have helped.

Around the same time, technical services librarians were also surveyed about the changes to work and work location post-pandemic (Green, 2022). She found that of the 402 respondents, less than 5% expected to work in fully remote positions, but nearly half of both staff and faculty expected to have the option of hybrid work in the next three to four years. Her survey results point to the changing nature of work for this segment of library workers, which will ultimately allow for greater flexibility of work locations. She found that less than 7% of those surveyed had responsibilities that required on-site work. However, while the work could be done remotely, she noted it does not account for whether workers would prefer remote or hybrid work. Green pointed out that some of the factors causing challenges to working from home, such as caregiving, may subside, resulting in more academic library workers being interested in remote or hybrid work. Additionally, she highlighted that "some employees may not have the option of working remotely- because of local policies, reporting structures, or political options- even when it is technologically feasible" (p. 9). This points to a need to balance individual preferences with organizational approaches that best serve library users.

In addition to understanding approaches from the library workers themselves, another study in fall 2020 highlighted administrators approaches influencing changes to library work and worker location (Hosoi et al., 2021). Their study highlights that flexible work arrangements (FWAs) before the COVID-19 pandemic were often couched as pilots or experiments; during the pandemic many institutions standardized their policies and libraries adopted their use more regularly. While 52% of those interviewed had flexible work arrangement institutional policies prior to COVID-19, they were used as exceptions rather than as standard practice. From this study, the researchers found that nearly ⅓ of the directors noticed an increase of productivity from remote workers. The overwhelming majority (77%) of those interviewed thought that flexible work would increase in the future and pointed to the rationale that it would help with recruitment, retention, and with location/commute issues.

Recently there was a study around work modality practices and preferences of academic library workers. The study found that over three-quarters of nearly 1000 respondents had the option for remote/hybrid work on a regular basis (Green, 2023). While most were not working remotely every day (only 9%), 50% worked remotely one or two days per week and during certain times of the year. Some preferences expressed for increased acceptance of remote work included: flexible schedules for caregiving, better work-life balance, and avoiding commutes; as well as rationales for on-site work such as attendance at events, doing site-specific work, connecting with colleagues in person, and participating in workplace social events. Recommendations were provided to better support all workers included offering multiple options for attending meetings, training for supervisors managing the work of multi-modal employees, and flexible evaluation metrics to ensure productive and accountable workers.

As libraries continue to grapple with remote work in a systematic fashion, particularly in those instances where institutions are not setting campus-wide policies, clarity and training for managers will be essential. In a recent book on practical tips for remote library workers several questions were highlighted to facilitate discussion with hybrid or remote employees. Namely "are there aspects of any role that cannot or should not be done remotely?" "What tools, resources, and strategies will library employees need to work effectively?" and "How will remote work affect the culture and collaboration among the library as a whole and the department the remote employee is in?" (Virello, 2022, p. 2). Similar to Green's findings, Virello noted that remote work should not take a one-size-fits-all approach and instead should be based both on the specific job requirements and the individual that inhabits the position.

Job Advertisements within LIS

Research on job advertisements in library and information sciences has been used to monitor current or historic recruitment trends (Triumph & Beile, 2015; Wise et al., 2011; Xia & Wang, 2014; Yadav, 2022), track changes to job specifications for particular sub-disciplines within the field (Croneis & Henderson, 2002; Eclevia et al., 2019; Han & Hswe, 2010; Reed & Butkovich, 2017; Xia & Wang, 2014), or capture emerging areas within librarianship (Kim et al., 2013; Plassche, 2022; Todorinova, 2018). While job postings represent current needs within any particular organization, they also highlight the language used to describe the changing nature of work within the field.

Hybrid and remote work have been studied using job advertisements. Petersen gathered job postings for medical libraries from MEDLIB-L (2023) to compare changes to job ads from pre-pandemic (2018-2019) to post-pandemic (2021-2022). He found a 16% increase of flexible work arrangements listed in postings between the two time periods. Use of the words hybrid or remote in the job ad itself also increased. While he had a small sample size, the differences he noted highlight emerging changes in library organizations' recruitment strategies.

Two meta-analyses examined job advertisement research methods. Recommendations included using a sample of more than 100 job advertisements, clearly articulating research

questions, detailing methodologies used to support reproducibility, and disclosing limitations (Harper, 2012; Kim & Angnakoon, 2016).

Methodology

For this study, the authors collected job advertisements posted between February and June 2023. Job listings were found on the American Library Association's JobLIST and listservs such as eluna-announce and OhioLINK. For the purposes of this study, we defined the following terms:

- Remote: A work schedule that can be done entirely off-site; immediately or after an on-site training/orientation period.
- Hybrid: A work schedule that includes both off-site and on-site work hours, with 20% of the year or more off-site; immediately or after an on-site training/orientation period.
- On-site: A work schedule that is entirely or almost entirely on-site; off-site eligibility must be less than 20% of the year.
- Librarians: Positions requiring MLS/MLIS/MIS degree from an ALA accredited program (or international equivalent).

The criteria for inclusion were that positions had to be posted by a higher education institution in the United States and require a Master's degree accredited by the American Library Association (or international equivalent). Dean, Associate/Assistant Dean and library director positions were excluded from the study because these hires would have considerable autonomy in setting their schedule, might report to someone outside of the library, and the likelihood of remote work would be diminished due to the nature of work and campus level commitments. The position descriptions collected varied from entry level positions to those requiring multiple years of experience and spanned many sub-disciplines within libraries. The authors worked to gather as many job advertisements as possible, but aimed for "a minimum sample of 100 job adverts," as recommended by Harper (2012, p. 47).

Due to the temporary nature of job advertisements, all listings were downloaded and saved. A spreadsheet was used to track relevant data including: institution, position title, and salary information. When advertisements listed a person or position title to whom the position would report, that person's name and email address were gathered and tracked. If no contact was listed, the authors found the person who seemed most appropriate from library websites using organizational charts, when available, or by contacting HR representatives listed in the job ad. In the end 141 individuals were identified from 129 unique institutions, as some institutions posted more than one position during the time researchers were gathering positions. While the researchers initially tracked whether job postings included hybrid, remote, or on-site work arrangements, the categorizations on ALA's JobList (On-Site, Hybrid, Remote) often contradicted the wording in job postings, so this variable was gathered from survey responses instead.

Meanwhile, the authors created the survey instrument based on their research questions. Once drafted, the survey questions were reviewed by two academic librarian colleagues. After the

reviewers' suggestions were incorporated, the survey was distributed to two different colleagues at the researchers' own institutions for a final review. Once complete, the survey (appendix A) was distributed in early June 2023 and remained open for approximately a month; closing on July 10, 2023. In order to encourage participation, initial emails and reminders were personalized with the supervisors' names, the institution and the title of the advertised position.

Demographic Profile of Institutions

Of the 141 surveys distributed, there were 72 deduplicated responses (51% response rate). Respondents were given the option of including their institution name or keeping the anonymity of their employer and answering three questions about their Carnegie Classification in these categories: Basic Classification, Size and Setting, and Control (Indiana University Center for Postsecondary Research, n.d.). Most (64 or 89%) provided their institution name while eight (11%) provided Carnegie information. Of the 64 respondents who provided their institution name, three institutions were represented twice (different open positions at the same universities with different respondents), resulting in 61 unique institutions; it is unknown whether the additional eight responses were from unique institutions or whether there was some overlap.

Although there were 72 responses, only demographic questions required a response. In addition, skip logic was used, which means that participants did not see all survey questions, but only those relevant to them based on their prior responses, often resulting in fewer than 72 responses per question. In some cases, participants were directed to select all answers that applied, resulting in higher totals than respondents answering a question. Therefore, within the results, the response numbers for each question are noted. Additionally, due to rounding, percentages provided may not add up to 100.

For this study, most institutions (46 or 64%) were public, while 26 (36%) were Private not-for-profit. One was a two-year associate's degree granting institution while 71 (99%) were four-year institutions.

Size and Setting Carnegie classification differs for four-year and two-year institutions. Two-year institutions do not have residential characteristics and the numbers used for size differ. Because of this, the two-year institution was removed from size and setting analysis, as was a respondent who did not provide this information. Of the 70 remaining four-year institutions, 27 (39%) were highly residential, 30 (43%) were primarily residential, and 13 (19%) were primarily nonresidential. Large institutions (at least 10,000 degree-seeking students) represented the majority of responses (41 or 59%), while medium institutions (3,000–9,999 students) and small/very small institutions (fewer than 3,000 students) were almost equally represented (15 or 21% and 14 or 20%, respectively).

For some Carnegie classifications, there were not enough responses to consider all categories separately, so categories were simplified. As an example, there were nine "Baccalaureate Colleges: Arts & Sciences Focus" institutions and one "Baccalaureate Colleges: Diverse Fields" institution; these were combined into one Baccalaureate Colleges classification with ten

institutions (10/70 or 14%). Master's Colleges & Universities had 13 institutions (19%) and Doctoral Universities had 47 (67%). Because of the small numbers of baccalaureate and master's colleges and universities, these institutions were combined into one non-doctoral category for statistical analysis.

When asked whether librarians have faculty status at their institution, most said "yes, all have faculty status" (37/72 or 51%); seven (10%) said "yes, some have faculty status"; and 28 (39%) said "no".

Respondents were asked a question about tenure/ continuing appointment eligibility at their institution, and could select all responses that applied, including "other." In some cases, the researchers recoded answers based on the responses to "other". For example, one respondent selected solely "other" and explained "Faculty librarians are eligible for tenure; staff librarians are eligible for permanent appointment as we are a state institution." This "other" response was changed to "Some are eligible for tenure," and "some are eligible for continuing appointment." See table 1 for results excluding "other" responses.

Table 1. Are librarians eligible for tenure or continuing appointment at your institution? (n=66)			
	Tenure	Continuing Appointment	Tenure AND/OR Continuing Appointment
Yes, all	13 (19.7%)	17 (25.8%)	29 (43.9%)
Yes, some	11 (16.7%)	5 (7.6%)	14 (21.2%)
No	42 (63.6%)	44 (66.7%)	23 (34.8%)

Results

Survey responses included two types of data: quantitative (multiple choice) and qualitative (text responses). Fisher's exact test was used to explore associations between types of classifications, since it can be applied to data in a 2 by 2 table is "especially useful when the total sample size or some of the expected values are small so that the chi-square test cannot be used." (Colman, 2015) The demographic characteristics of basic classification, size and setting, control, and tenure/continuing appointment eligibility were run as independent variables and compared to the responses as dependent variables. Only statistically significant results are included here.

Flexible Work Arrangements for Librarians at Institution

Respondents were asked whether hybrid and/or remote options were available for full-time librarians within their library, and most of the 46 who answered the question said yes (table 2). Several respondents indicated that flexible work arrangements (FWAs) impacted morale, both

negatively when not available equally to all employees, and positively as a relatively new benefit.

Table 2. Eligibility for Hybrid/ Remote Work		
	Frequency	Percent
Yes, all are eligible for hybrid and/or remote work	19	41.3
Some are eligible for hybrid and/or remote work, but not all	13	28.3
No, no one is eligible for hybrid and/or remote work	14	30.4
Total	46	100

Most respondents' institutions (46/58 or 64%) adopted hybrid and/or remote work options for librarians during or after March 2020, the COVID-19 period. Only 12/58 (17%) had flexible work arrangements before the onset COVID-19, a difference as compared to Hosoi et al.'s findings from ARL directors where 52% indicated FWA availability prior to the pandemic (Hosoi et al., 2021).

The results of three separate Fisher's exact tests indicate significant associations between hybrid and/or remote work arrangements and Doctoral institutions ($p=.001$), large institutions ($p=.002$), and those offering continuing appointment ($p=.05$). These three demographic classifications are more likely to have hybrid and/or remote work arrangements available than their counterparts. See tables 3, 4, and 5 in appendix B.

Salaries

The researchers analyzed all 141 position descriptions gathered, and those results, in addition to respondents' answers regarding salaries, are provided here. Of all the job advertisements gathered, 81/141 (57%) included salaries or information about salary scales that outlined specific ranges. The minimum starting salaries were used for analysis. For this larger group, the minimum salary mean was $63,994 and the median was $60,116. Due to the wide variability of entry level to senior management positions and geographic locations, the minimum starting salaries varied widely, from $29,861 to $156,000.

Survey respondents were asked whether they included a salary range, maximum, or minimum in their job description. For identifiable institutions, the response to this question was used to cross reference salaries and add the minimum salary listed in the job description as a variable for analysis. There were nine instances where respondents' answers did not match the information found in position descriptions. The researchers created a researcher-confirmed variable that recoded the nine responses that did not match the information found in the posted positions. Many positions (43/72 or 60%) included a salary. For the 40 institutions (out of 43)

whose positions were identifiable, the mean salary was $62,889 and the median salary was $60,658.

The results of Fisher's exact test indicate a significant association ($p = .026$) between library size (large vs. not large) and inclusion of a salary in job description. Large libraries were more likely to include a salary (table 6 in appendix B). Moreover, positions and libraries with hybrid/remote eligibility had higher minimum salary means than those without stated flexible work arrangements, based on survey responses (table 7).

Table 7. Salary Minimum Means by Hybrid/Remote Work Questions (rounded to nearest dollar)			
	Yes	No	Total
Is this position eligible for hybrid or remote work?	$60,542 (n=20)	$57,522 (n=10)	$59,535 (n=30)
Are hybrid and/or remote options available for full-time librarians in your library?	$66,039 (n=21)	$61,624 (n=7)	$64,935 (n=28)

Posted Positions

Flexible Work Arrangements

Next, respondents were asked whether their posted position was eligible for hybrid or remote work. Hybrid positions were in the majority (table 8).

Table 8. Position eligible for hybrid or remote work		
	Frequency	Percent
Yes, hybrid (remote 20% of the year or more)	36	50.7
Yes, remote	1	1.4
Negotiable	13	18.3
No	21	29.6
Total	71	100

Those who indicated their open position was hybrid, remote, or negotiable were asked two follow-up questions. The first, "Does this position require an on-site training/orientation period?" received 49 responses. Ranked by frequency, the responses were "Yes, mostly on-site" (22 or 45%), "Yes, entirely on-site" (16 or 33%), "Other" (8 or 16%), and "No" (3 or 6%). Most of the

other responses indicated it was unknown, unspecified, or dependent on various factors. The second follow-up question asked if there were limitations on where the hybrid/remote employee can live. There were 41 responses: "Other" (18 or 44%), "Yes, same state" (11 or 27%), "No" (10 or 24%), and "Yes, same country" (2 or 5%). Eleven of the other responses explained that the employee has to be proximate, but no specific geographic limiter was specified.

In order to identify positions' areas of responsibility, respondents were provided with a list of areas of work within academic librarianship, modified from the ARL Annual Salary Survey (2021), and asked to select all applicable areas. For 71 positions, the 18 position areas were represented 125 times, with between one and five subjects provided per position (see figure 1).
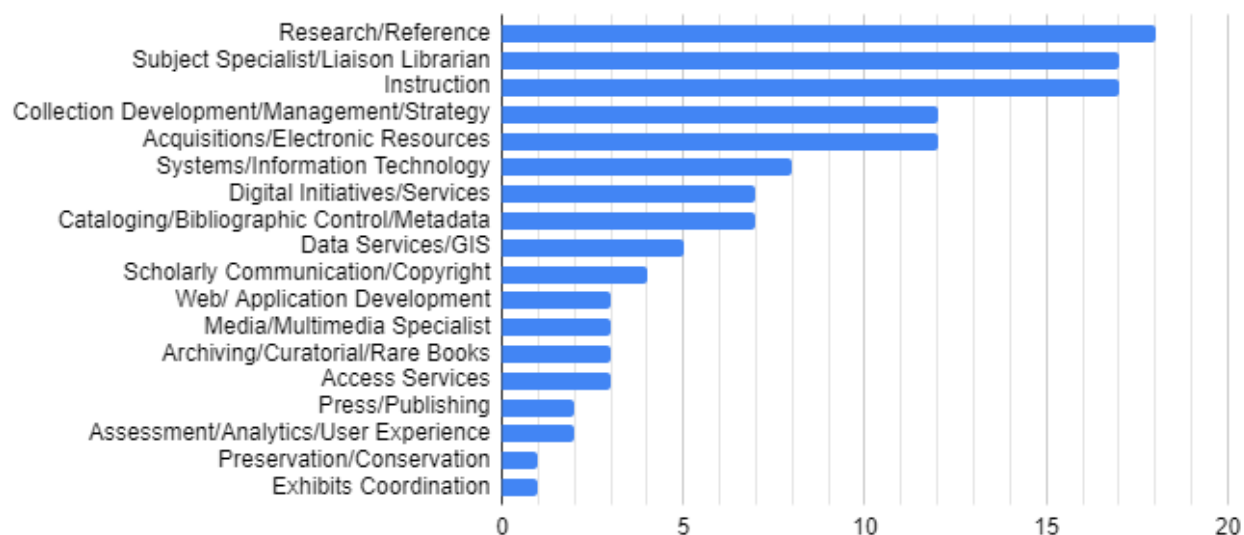

Figure 1. Frequency of Position Area Categories

For areas with at least five associated positions, the researchers looked at hybrid/remote eligibility (figure 2). In these responses, Cataloging/Bibliographic Control/Metadata positions were the least likely to be eligible for hybrid/remote work (1/7 or 14%) and Acquisitions/Electronic Resources positions were most likely to have these flexible work arrangements (8/12 or 67%, with one of the four remaining positions being negotiable).
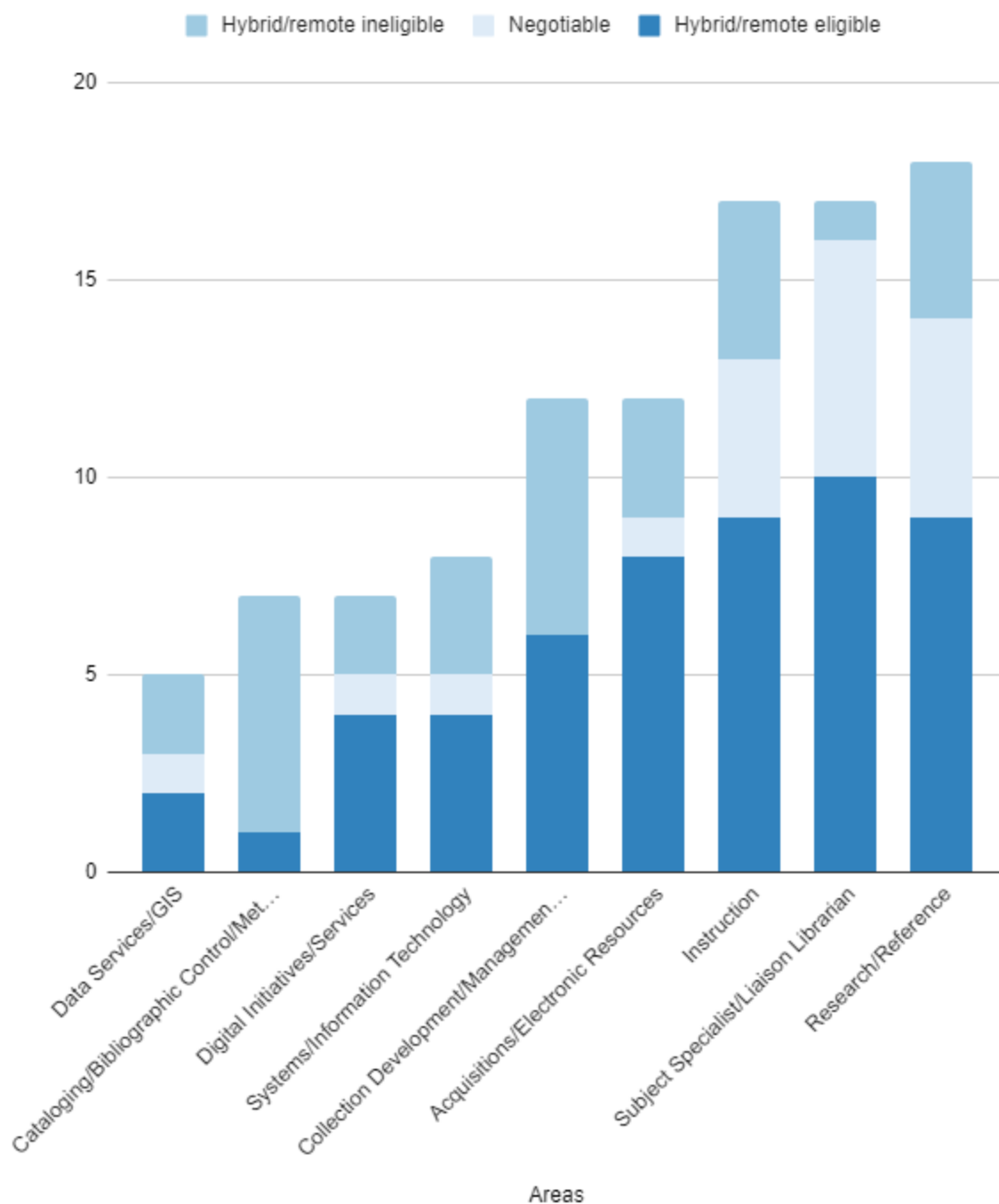
Figure 2. Hybrid/ Remote Eligibility by Position Area

The statistically significant results related to flexible work arrangements for the posted positions were similar to the results for library-wide arrangements. Two Fisher's exact tests indicated that Doctoral (p=.024) and large (p=.011) institutions' posted positions were more likely to provide hybrid/remote work arrangements than their counterparts. See tables 9 and 10 in appendix B.

Inclusion of Hybrid or Remote Eligibility or an On-Site Requirement in Position Description

All survey participants were asked whether they included information about hybrid/remote eligibility or ineligibility in their position description; most did not (table 11).

Table 11. Did you include hybrid and/or remote eligibility or an on-site requirement in your job description?		
	Frequency	Percent
Yes, included hybrid and/or remote eligibility	19	27.5
Yes, included on-site requirement	9	13.0
No	41	59.4
Total	69	100

When answers to this question were compared against whether a position was hybrid-eligible or fully on-site, responses revealed that information about work location arrangements was slightly more likely to be included for hybrid positions (16/35 or 46%) than on-site positions (7/21 or 33%). Interestingly, two thirds (27/41) of respondents who answered that they did not include work arrangement information in their job descriptions indicated that hybrid (18), remote (1), or negotiable (8) work options were available.

The 19 respondents who indicated that they included hybrid/remote eligibility in their job descriptions were asked whether they included this information in hopes of increasing the competitiveness of their pool. More than three quarters responded affirmatively (15/19 or 79%). Only two (11%) said no, one (5%) said it was not discussed, and the last person selected "other" and commented, "Not sure, but probably helped." This same group was asked when they started to note hybrid and/or remote eligibility in job descriptions, pre or post-COVID, and all 11 who answered said post-COVID.

Likewise, the nine respondents who indicated their job descriptions noted an on-site requirement were asked whether their organization was concerned that including this information might result in a less competitive candidate pool. Three (33%) said yes, two (22%) said no, two (22%) said it was not discussed, and the remaining two responded "other":
- "No, but they should have been. We received only three applicants, none of whom were qualified. We're going to have to re-advertise." (Public, Large, Doctoral High Research Activity, Primarily Residential)
- "Individuals are concerned, but the institution is not." (Public, Large, Doctoral Very High Research Activity, Primarily Residential)

The group of 41 that did not include hybrid eligibility/ ineligibility in their postings were asked if they considered including this information and 23 responded. Most (13/23 or 57%) indicated

they did not discuss the choice while four (17%) did. Six responded "other" and provided further context:

- "We did consider it briefly, but this position is heavily public-service oriented. And, barring any bigger policy or support from Human Resources, we didn't include any language in the job description." (Private, Small, Baccalaureate Arts & Sciences, Highly Residential)
- "Although hybrid is an option - it is only hybrid in 'working from home.' Since there is still an expectation of at least 60% of time spent on campus, and because this is a teaching position with in-person teaching, candidates would still need to live within driving distance of campus. Marketing it as hybrid seemed a bit of false advertising." (Public, Large, Doctoral High Research Activity, Primarily Nonresidential)

This same group was asked whether they considered that including this information might affect the competitiveness of their pool. Only seven out of 31 respondents (23%) said yes. Most did not discuss this.

The survey closed with a series of general questions for all respondents. When asked how hybrid/remote work arrangements have changed at their institutions since the pandemic and presented with five options, including "other", and directed to select all that apply, 69 people responded with 104 areas of change (figure 3).
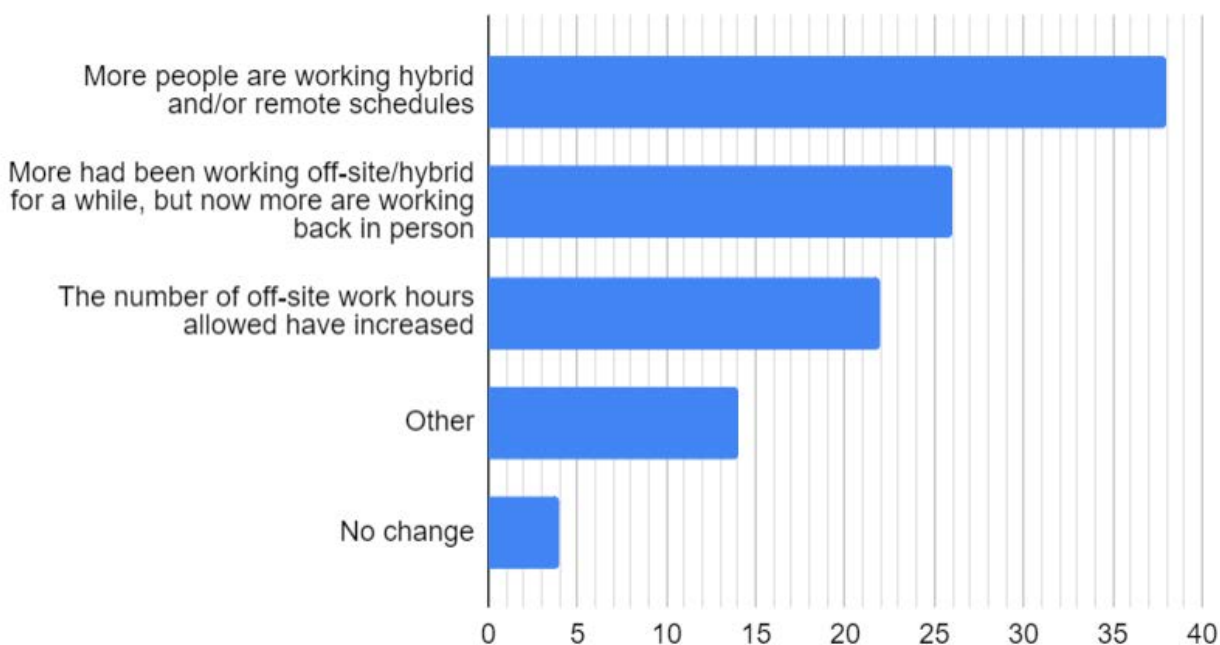

Figure 3. Frequency of Changes Since COVID-19

Some of the "other" responses included:

- "We are 100% back in person [at all of our library locations]." (Public, Medium, Doctoral High Research Activity, Primarily Residential)

- "While library faculty have always had the flexibility for remote work, now all library employees can work remotely at least one day a week. The model is working so well that we are considering increasing the number of days individuals are eligible to work remotely." (Private, Large, Doctoral Very High Research Activity, Highly Residential)
- "Change of library leadership since COVID-19 resulted in more openness to allowing library staff to work hybrid schedules." (Private, Small, Baccalaureate Arts & Sciences, Highly Residential)

Discussion

In response to our research questions we found that salaries for hybrid/remote positions and on-site positions are roughly comparable. A recent study with an admittedly small sample size, found that "salaries for remote/hybrid positions did not appear to be less than in-person postings." (Peterson, 2023) Our study, although it also had a relatively small sample size, replicated this finding. Large research institutions were more likely to post salaries within the job advertisements.

For research question two, Figure 2 highlights the differences between hybrid/remote capabilities based on job functions; yet the sample size of our respondents may not make this more widely generalizable. In response to research question 3 and 4, in this study hybrid options were much more prevalent than fully remote positions and several qualitative comments noted that individuals were expected to be in person at least two days a week, which limits some flexibility in where individuals can live since they would need to commute into campus.

The two areas of most interest from survey responses focused on research questions 5 as well as a theme around the evolving nature of hybrid/remote work options and their uneven reflection in job advertisements. Some of the hindrances to include information about hybrid/remote work in eligible job postings included stasis, campus requirements, and concerns about the permanence of flexible work arrangements. These areas will be discussed in greater detail.

Recruitment Impact

One of this study's research questions (RQ5) was "Does the potential impact on recruitment influence decisions regarding whether to include work arrangement information in academic librarian job descriptions?" and a series of both quantitative and qualitative questions addressed this topic. Respondents who included hybrid/remote eligibility (15/19) considered that this would positively impact the competitiveness of their pool, but most (13/23) who did not include information about workplace flexibility did not consider its impact on the recruitment. It is worth noting that two thirds (27/41) of respondents who answered that they did not include work location in their job descriptions either offer hybrid/remote options or are open to negotiation. Therefore, academic libraries that allow flexible work arrangements should consider adding it to job postings in order to attract applicants. Open-ended responses supported this idea:

- "No remote option is, increasingly, going to translate into reduced applicant pools." (Public, Large, Doctoral High Research Activity, Highly Residential)
- "Once there was an official [work from home] option, my department discussed how best to integrate it so that we continue our work. Adding it to this job (and others) was seen as a way to hopefully drive more interest in the positions since it's seen as a benefit." (Private, Large, Doctoral Very High Research Activity, Highly Residential)
- "I strongly believe that including hybrid and/or remote eligibility/ineligibility in job descriptions to attract competitive candidates have changed considerably. It is important to include some hybrid/remote work in librarianship and management positions." (Public, Medium, Doctoral Very High Research Activity, Primarily Nonresidential)

Evolving Nature of Remote/Hybrid Work and Job Advertisements

One of the lasting impacts of the pandemic is that about half of all positions now have hybrid or remote eligibility, according to both ACRL Benchmark data (Association of College and Research Libraries, 2022) and the responses related to posted positions from this study. Libraries in doctoral and large institutions are leading the way in this area. Why do some academic libraries leave FWAs out of job postings? These findings show that many library search committees do not discuss whether to include this information when recruiting. It is conceivable that positions are posted with a pre-COVID template, hiring managers are revising an existing position description, or otherwise just are not considering workplace modality during recruitment. Some responses indicate that institutional policies have been a barrier.

- "Institutionally, hybrid and/or remote eligibility has not been included in job descriptions. This summer, the college passed a first-ever work from home policy, so future discussions about including this information in job descriptions may evolve. With our current opening, we did share with candidates during the interview process that this policy was forthcoming, as we felt it might entice some candidates when considering work/life balance." (Private, Very Small, Baccalaureate Arts & Sciences, Highly Residential)
- "I always appreciate seeing positions that have been thoughtfully designed to be remote-eligible. However, my institution does not permit it for these positions." (Public, Medium, Master's, Primarily Residential)

Others pointed to the evolving nature of institutional policies about working from home. There are concerns about including a benefit in a job posting that is not guaranteed to last.

- "At this time technically anyone can be eligible to work from home, but HR requires people to apply and approves or doesn't approve them on a case by case basis. I tell candidates the position is eligible for work from home (probably 1 or 2 days a week if non-faculty librarian) after a probation period, but that the university might cancel the work from home policy at any time or deny it in their specific case and I can't guarantee it will be an option when they come off probation, or even tomorrow." (Public, Large, Doctoral High Research Activity, Primarily Residential)

The future state of flexible work arrangements seems mixed in libraries' application. As Hosoi et al. note, ARL directors believe there will be more flexibility in the future (2021), yet individual campuses have taken drastically different approaches, with some giving no option for remote work. Overall, campus-wide policies are informing many library approaches, though interpretation and implementation is still evolving, even on campuses where FWA policies have been adopted. Due to this wide variability, job seekers should ask or negotiate hybrid/flexible/remote work schedules when pursuing new employment opportunities, particularly when the work mode is not specified in the job advertisement.

In addition, some respondents indicated there was more nuance for work modality than could be listed in job advertisements. One respondent stated that, "it makes it harder for folks searching for truly 100% remote eligible jobs" (Public, Large, Doctoral High Research Activity, Primarily Nonresidential). Eligibility of positions for flexible work arrangements, an important factor for both retention of existing employees and recruitment of new employees, is often challenging to locate, may be available at an institutional level or at a library organization level, or may be negotiable by position. Therefore, recruitment success as it relates to hybrid/remote eligibility noted in job advertisements would be an excellent future area of research.

Study Limitation

This study would have benefitted from a larger sample size in order to allow wider applicability at different types of institutions. The authors gathered position postings for three and a half months; a more expansive study would require a longer lead period, which might make tracking down information about older positions more challenging. Given that results related to hybrid/remote eligibility and inclusion of FWAs in job postings align with ACRL 2022 trends responses, there is reason to believe that these 72 responses are representative of academic libraries in the United States.

Conclusion

In comparing hybrid and remote eligibility from survey results with salary minimums posted in job ads, this study's authors found that hybrid/remote eligible positions had competitive salaries with solely in-person positions. In examining differences between hybrid/remote and on-site arrangement by job functions, some types of positions, such as electronic resources, had more hybrid/remote eligibility than others; although due to a small sample size, this may not be generalizable. Large, research-intensive institutions were more likely than other types of institutions to post salary information and indicate whether hybrid/remote options were possible. When posting job advertisements, those that included hybrid/remote eligibility were more likely to have considered the influence on recruitment than those who omitted workplace modality. While the majority of this survey's respondents did not include hybrid/remote options in the job description, two thirds of those indicated that some flexible work was possible. As recruiters in library and information science in a post-COVID-19 pandemic environment, it has become more prevalent to allow greater flexibility in work location and therefore if allowable for the position, it

should be noted in the job description in order to recruit the most robust search pool. As with many studies of job advertisements, this work seeks to capture a snapshot in time of changing policies and approaches following the COVID-19 pandemic.

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Appendix A: Survey Instrument

Definitions
Remote: A work schedule that can be done entirely off-site; immediately or after an on-site training/orientation period
Hybrid: A work schedule that includes both off-site and on-site work hours, with 20% of the year or more off-site; immediately or after an on-site training/orientation period
On-site: A work schedule that is entirely or almost entirely on-site; off-site eligibility must be less than 20% of the year.
Librarians: Positions requiring MLS/MLIS/MIS degree from an ALA accredited program (or international equivalent).
Continuing appointment: Similar to tenure, continuing appointment is awarded after a probationary period and provides job security in recognition of performance and potential.
*required

Institutional Information

1. *What is the name of your institution? If you're on a branch campus, please include the campus location. This information will be used to pull Carnegie Classification information and will NOT be used to identify you or your institution in the published results-aggregate data are all that will be reported. [radio buttons]
If you prefer not to answer this question, please select this option and you will be taken to three questions regarding your Carnegie Classification.
Institution (including branch) name: [Jump to question "Do librarians have faculty status at your institution?"]

   [If responded "If you prefer not to answer this question, please select this option and you will be taken to three questions regarding your Carnegie Classification." to the Institution name question, they will see questions below. Those who provided the institution name will skip these questions.]
Carnegie Classification Information
In the questions below, please provide your institution's Carnegie Classification information, [found here](#).
2. Basic Classification: [text]

3. Size and Setting Classification: [text]
4. Institutional Control:
   Public
   Private not-for-profit
   Private for-profit
[Jump to question "Do librarians have faculty status at your institution?"]

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5. Do librarians have faculty status at your institution?
   Yes, all
   Yes, some
   No
6. Are librarians eligible for tenure or continuing appointment at your institution? (select all that apply)
   Yes, all are eligible for tenure
   Yes, all are eligible for continuing appointment
   No, neither tenure nor continuing appointment
   Some are eligible for tenure, but not all
   Some are eligible for continuing appointment, but not all
   Other (please explain)
7. Are hybrid and/or remote options available for full-time librarians within your library?
   Yes, all are eligible for hybrid and/or remote work
   Some are eligible for hybrid and/or remote work, but not all
   No, no one is eligible for hybrid and/or remote work [if no, jump to "Which area best describes your open…"]

[If responded "Yes, all are eligible for hybrid and/or remote work" or "Some are eligible for hybrid and/or remote work, but not all" to "Are hybrid and/or remote options available for full-time librarians within your library?]
8. When did your library adopt hybrid and/or remote work options for librarians?
   During or after March 2020 (Covid-19 period)
   Before March 2020 (pre-Covid-19 period)

Open Position Questions

For the next section, all of the questions relate to the vacant/open position you were contacted about for this survey.

9. Which area best describes your open position's area of work in your academic library? (select all that apply)
   ○ Access Services
   ○ Acquisitions/Electronic Resources
   ○ Archiving/Curatorial/Rare Books

- ○ Assessment/Analytics/User Experience
- ○ Cataloging/Bibliographic Control/Metadata
- ○ Collection Development/Management/Strategy
- ○ Data Services/GIS
- ○ Digital Initiatives/Services
- ○ Exhibits Coordination
- ○ Instruction
- ○ Media/Multimedia Specialist
- ○ Preservation/Conservation
- ○ Press/Publishing
- ○ Research/Reference
- ○ Scholarly Communication/Copyright
- ○ Subject Specialist/Liaison Librarian
- ○ Systems/Information Technology
- ○ Web/ Application Development
- ○ Other (please explain)

10. Did you include a salary range, maximum, or minimum in your job description?
    Yes
    No

11. Is this position eligible for hybrid or remote work?
    Yes, hybrid (remote 20% of the year or more)
    Yes, remote
    Negotiable
    No [if no, jump to "Did you include a hybrid and/or remote eligibility or an on-site requirement in your job description?"]

[If responded Yes (either hybrid or remote) or Negotiable to "Is this position eligible for hybrid or remote work?]

12. Does this position require an on-site training/orientation period?
    Yes, entirely on-site
    Yes, mostly on-site
    No
    Other (please explain)

13. If remote/hybrid work is supported, are there limitations about where the employees can live?
    Yes, same state
    Yes, same country
    No
    Other (please explain)

---

14. Did you include hybrid and/or remote eligibility or an on-site requirement in your job description?
    Yes, included hybrid and/or remote eligibility
    Yes, included on-site requirement
    No

[If responded "Yes, included hybrid and/or remote eligibility" to "Did you include hybrid and/or remote eligibility or an on-site requirement in your job description?"]

15. Was your organization's decision to include hybrid and/or remote eligibility in your job description related to generating a more competitive candidate pool?
    Yes
    No
    Did not discuss
    Other (please explain)
16. What other considerations led to including this position's hybrid and/or remote eligibility in your job description?
    [Text box]
17. When did your library begin to note hybrid and/or remote eligibility in job descriptions?
    During or after March 2020 (Covid-19 period)
    Before March 2020 (pre-Covid-19 period)

[If responded "Yes, included on-site requirement" to "Did you include hybrid and/or remote eligibility or an on-site requirement in your job description?"]

18. What considerations led to including this position's on-site requirement in your job description?
    [Text box]
19. Was your organization concerned that including the on-site requirement in your job description might result in a less competitive candidate pool?
    Yes
    No
    Did not discuss
    Other (please explain)

[If no to "Did you include hybrid and/or remote eligibility or an on-site requirement in your job description?"]

20. Did your organization consider that including hybrid/remote eligibility or an on-site requirement in your job description might result in a more/ less competitive candidate pool?

Yes
No
Did not discuss
Other (please explain)
21. Did your library consider including the position's hybrid and/or remote eligibility/ ineligibility in your job description?
Yes
No
Other (please explain)

[General Questions for all participants]

22. How have remote/hybrid work options changed at your institution since COVID? (select all that apply)
More people are working hybrid and/or remote schedules
The number of off-site work hours allowed have increased
More had been working off-site/hybrid for a while, but now more are working back in person
No change
Other (please explain)
23. How have your thoughts about including hybrid and/or remote eligibility / ineligibility in job descriptions evolved?
[text box]
24. If you have any comments regarding any of the topics covered in this survey, please share them here:
[text box]
25. If you would like to receive the results of this survey (with identifying information removed), please provide your email address.
[text box]

Appendix B: Tables of Statistical Significance

Table 3. Are hybrid and/or remote options available for full-time librarians within your library? Simplified (Yes or No) by Doctoral/ non-Doctoral Carnegie Classification			
	Doctoral Universities	Non-Doctoral Universities	Total

Yes, some/all are eligible for hybrid and/or remote work	Count	26	5	31
	Expected Count	21.1	9.9	31
	% of column	86.7%	35.7%	70.5%
No, no one is eligible for hybrid and/or remote work	Count	4	9	13
	Expected Count	8.9	4.1	13
	% of column	13.3%	64.3%	29.5%
Total		30	14	44
Fisher's Exact Test, Exact Sig. (2-sided), p=.001				

Table 4. Are hybrid and/or remote options available for full-time librarians within your library? Simplified (Yes or No) by Institution Size (Large or not-large)				
		Large Institutions	Not-Large (Medium and Small) Institutions	Total
Yes, some/all are eligible for hybrid and/or remote work	Count	24	8	32
	Expected Count	19.2	12.8	32
	% of column	88.9%	44.4%	71.1%
No, no one is eligible for hybrid and/or remote work	Count	3	10	13
	Expected Count	7.8	5.2	13
	% of column	11.1%	55.6%	28.9%
Total		27	18	45
Fisher's Exact Test, Exact Sig. (2-sided), p=.002				

Table 5. Are hybrid and/or remote options available for full-time librarians within your library? Simplified (Yes or No) by Continuing Appointment Eligible				
		Yes, all or some are eligible for continuing appointment	No	Total
Yes, some/all are eligible for hybrid and/or remote work	Count	15	16	31
	Expected Count	12	19	31
	% of column	88.2%	59.3%	70.5%
No, no one is eligible for hybrid and/or remote work	Count	2	11	13
	Expected Count	5	8	13
	% of column	11.8%	40.7%	29.5%
Total		17	27	44
Fisher's Exact Test, Exact Sig. (2-sided), p=.05				

Table 6. Did you include a salary in your job description? (Researcher Confirmed) by Institution by Size (Large or not-large)				
		Large Institutions	Not-Large (Medium and Small) Institutions	Total
Yes	Count	29	12	41
	Expected Count	24	17	41
	% of column	70.7%	41.4%	58.6%
No	Count	12	17	29

	Expected Count	17	12	29
	% of column	29.3%	58.6%	41.4%
Total		41	29	70
Fisher's Exact Test, Exact Sig. (2-sided), p=.026				

Table 9. Is this position eligible for hybrid or remote work? Simplified (Yes or No) by Doctoral/ non-Doctoral Carnegie Classification

		Doctoral Universities	Non-Doctoral Universities	Total
Yes, hybrid or remote eligible	Count	26	10	36
	Expected Count	21.9	14.1	36
	% of column	76.5%	45.5%	64.3%
No	Count	8	12	20
	Expected Count	12.1	7.9	20
	% of column	23.5%	54.5%	35.7%
Total		34	22	56
Fisher's Exact Test, Exact Sig. (2-sided), p=.024				

Table 10. Is this position eligible for hybrid or remote work? Simplified (Yes or No) by Institution by Size (Large or not-large)

		Large Institutions	Not-Large (Medium and Small) Institutions	Total
Yes, hybrid or	Count	25	12	37

remote eligible	Expected Count	20.1	16.9	37
	% of column	80.6%	46.2%	64.9%
No	Count	6	14	20
	Expected Count	10.9	9.1	20
	% of column	19.4%	53.8%	35.1%
Total		31	26	57
Fisher's Exact Test, Exact Sig. (2-sided), p=.011				