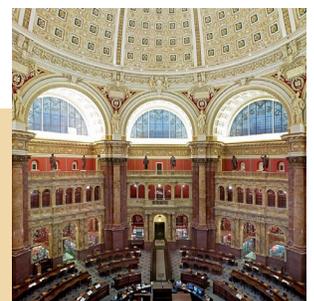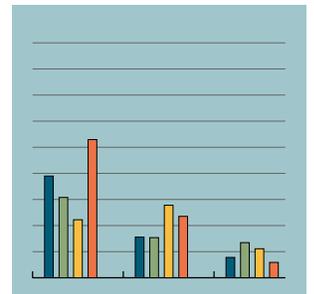# FEDLINK

LIBRARY OF CONGRESS

FEDLINK State of the Federal Library Profession Survey Report

April 2024

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1. EXECUTIVE SUMMARY

The U.S. Office of Personnel Management's (OPM's) classification standards—which provide "federal position classification, job grading, and qualifications information that is used to determine the pay plan, series, title, grade, and qualification requirements" for most government work[1]—for federal library positions are the same today as they were in 1994. However, changes and growth in technology and online resources, pandemic-inspired changes in the workplace, and changes in job requirements have created a need to identify potential variations in duties, titles, and grades to assess the current work being done in federal libraries and the compensation being provided. To this end, the Federal Library and Information Network (FEDLINK) contracted the Library of Congress's Federal Research Division (FRD) to survey federal library staff to identify and collect this information, as well as additional data concerning federal library salaries.

The following report describes the seven objectives FEDLINK aimed to accomplish by conducting this survey, the methodology FRD used to create and conduct the survey, and the survey findings.

Of the 424 persons surveyed, 194 responded,
for a response rate of 45.75 percent.

Library directors/managers and frontline staff were equally represented in the survey responses, with exactly half of the respondents (97) identifying themselves as the former and half identifying themselves as the latter. Frontline staff are those who work in a federal library for a library director or manager. Both directors/managers and frontline staff reported "1410: Librarian Series"[2] as being the most frequently used position classification. Contract library technician, museum specialist, historian, archivist, curator, IT manager, exhibit specialist, and biologist were some of the provided "Other" classification descriptions.

Some of these descriptions, such as historian, archivist, and curator, are closely related to library work. Others, however, such as IT manager and biologist, seem out of place, but still play an important role in connectivity and library access or subject concentration.

Further highlights from the survey responses are that directors/managers and frontline staff reported GS-12 and GS-11, respectively, as being the most frequently used grade levels. Additionally, library directors/managers and frontline staff both selected marketing as a new task assignment since the start of the COVID-19 pandemic, and frontline staff noted that hybrid work options have increased as a result of the pandemic.

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1 "Classification & Qualifications," U.S. Office of Personnel Management (OPM), accessed April 26, 2024, https://www.opm.gov/policy-data-oversight/classification-qualifications/.

2 "Position Classification Standard for Librarian Series, GS-1410," OPM, August 1994, https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/standards/1400/gs1410.pdf.

2. INTRODUCTION

FEDLINK coordinates with federal agencies to optimize use of the resources and facilities of federal libraries and information centers. This includes serving as a discussion forum for "the policies, programs, procedures, and technologies that affect the federal information community and the services they provide."[3]

> Despite many changes occurring in federal libraries over the past three decades, the OPM classification standards for library positions are the same as they were thirty years ago.

Due to changes and growth in technology and online resources, pandemic-inspired changes in the workplace, and changes in job requirements, there now may be a misalignment between these standards and the actual work being completed by federal library staff. As such, FEDLINK contracted FRD to conduct a survey that collected information related to employees' duties, titles, and grades to see where potential variations exist.

There are seven project objectives addressed in this report:

1. **Determine which OPM classification series are in use in federal libraries.**
2. **Determine what kinds of specialty work are being conducted in federal libraries.**
3. **Determine the grade levels for positions in federal libraries.**
4. **Determine the terminology used to label the jobs performed.**
5. **Determine whether library staff are working remotely, onsite, or in hybrid positions.**
6. **Determine where federal libraries fall within organizational charts/reporting chains.**
7. **Identify other key responsibilities and skillsets desired, present, and required among federal library staff.**

3. METHODOLOGY

On August 22, 2023, FRD staff met with FEDLINK's Library Leadership Working Group to gather input for the federal library profession survey, as well as related deliverables. Project team members, led by division chief Annie Rorem, facilitated a discussion to discern categories of information and data points to collect with the survey. As a result of the discussion, it was determined that the survey questions would explore federal library job duties, titles, and grades, as well as pandemic-inspired changes.

The survey went through two rounds of revision before it was approved by FEDLINK for distribution. Library directors/managers and frontline staff answered the same or equivalent questions, though their responses were kept separate to further discern categories, data, and trends. Respondents also were allowed to skip questions. This technique was employed to improve the chance of respondents continuing the survey and providing more information to FRD.

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3 "About FEDLINK," Federal Library and Information Network, last updated April 23, 2024, https://www.loc.gov/flicc/fedlink/index_fedlink.html.

After the survey questions and layout were approved, FEDLINK provided FRD with contact information for 424 federal library staff respondents, in addition to a signed sponsor request to complete the survey (see appendix). FRD staff entered the survey questions into SurveyMonkey and added the text from the sponsor request to the survey introduction. The request described the purpose of the survey, who should respond, how to respond, and the survey's uses. The FRD project team then tested the survey, selecting a small group of employees to take the survey and help identify any problems.

FRD researchers administered the survey for four weeks.

The survey went live on February 1, 2024, and closed at midnight on March 1, 2024. Every Friday, an FRD project team member sent survey reminders to the federal library staff selected by FEDLINK. In the last week the survey was open, FRD staff sent reminders on Thursday, February 29, 2024, and Friday, March 1, 2024.

In addition to messages sent through SurveyMonkey to the list of federal library staff, FRD researchers followed up with a personal email to those whose email bounced back as being undeliverable. A total of 194 individuals responded to the survey, for a response rate of 45.75 percent. Figure 1 shows the number of responses received by day, along with the bumps in the number of responses received after reminders were issued.

▶ **Figure 1. Survey Responses Received by Date**
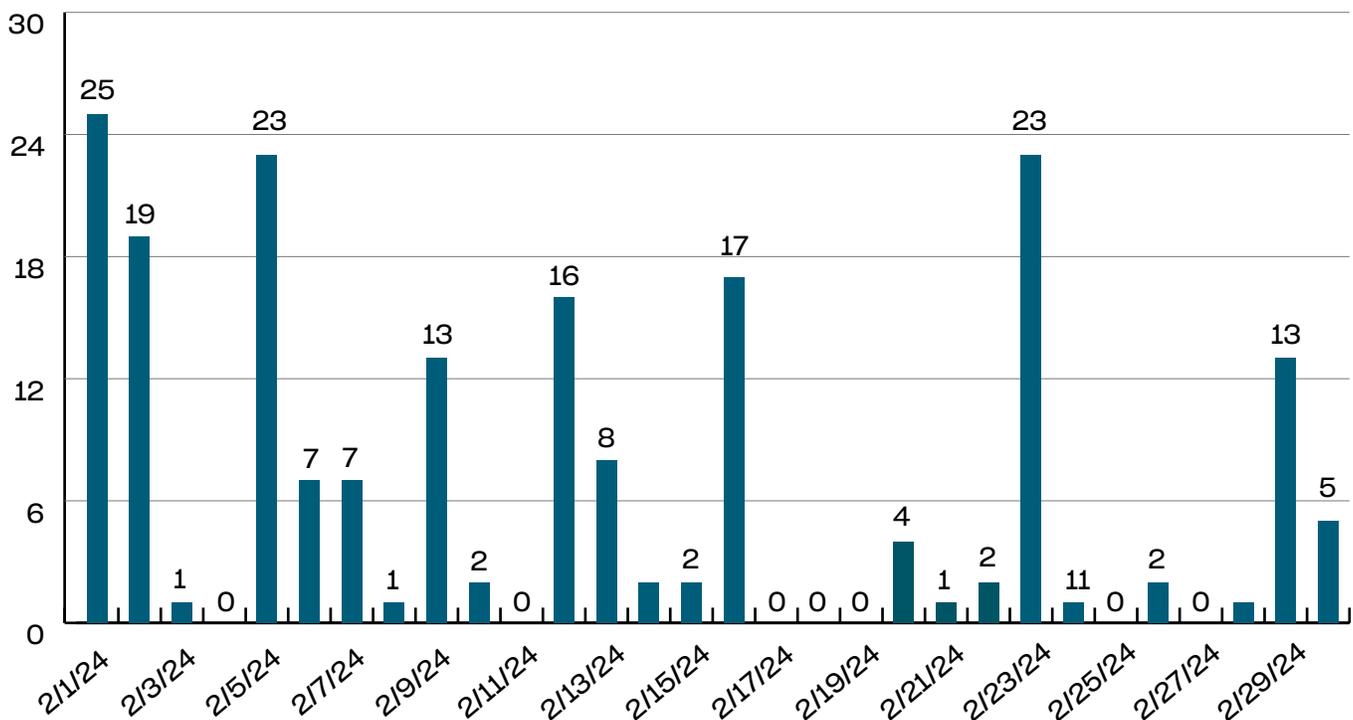
Data captured from SurveyMonkey on March 4, 2024.

4. FINDINGS

In general, the relatively high return rate indicates the importance federal library staff place on questions concerning their job duties, titles, and grades. As noted, of 424 potential respondents, 194 individuals (45.75 percent) completed the survey. These respondents were divided evenly between directors/managers and frontline staff.

Though the overall survey consisted of twenty-three questions, the main queries were divided between directors/managers (Questions 2–12) and frontline staff (Questions 13–23). Some of these questions, such as Questions 2–6 and 13–17, were equivalent, while others (Questions 9–12 and 20–23) were identical. To consolidate information, and enable easier comparisons, question responses are grouped together in the same figures and tables, beginning with Questions 2 and 13.

4.1. Survey Response Index

The federal library profession survey began by asking respondents: **"Are you a library director/manager or frontline staff?"** The survey defined frontline staff as those who are not directors or managers. Although one survey participant skipped this question, 97 participants responded "Director"[4] and 97 participants responded "Frontline staff." See Figure 2 and Table 1.

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[4] For ease of reading, all figures and tables in this report use "Director" or "Directors" for this category, not "Director/Manager" or "Directors/Managers."

▶ **Figure 2. Survey Responses to Question 1:**

» **Are You a Library Director/Manager or Frontline Staff?**
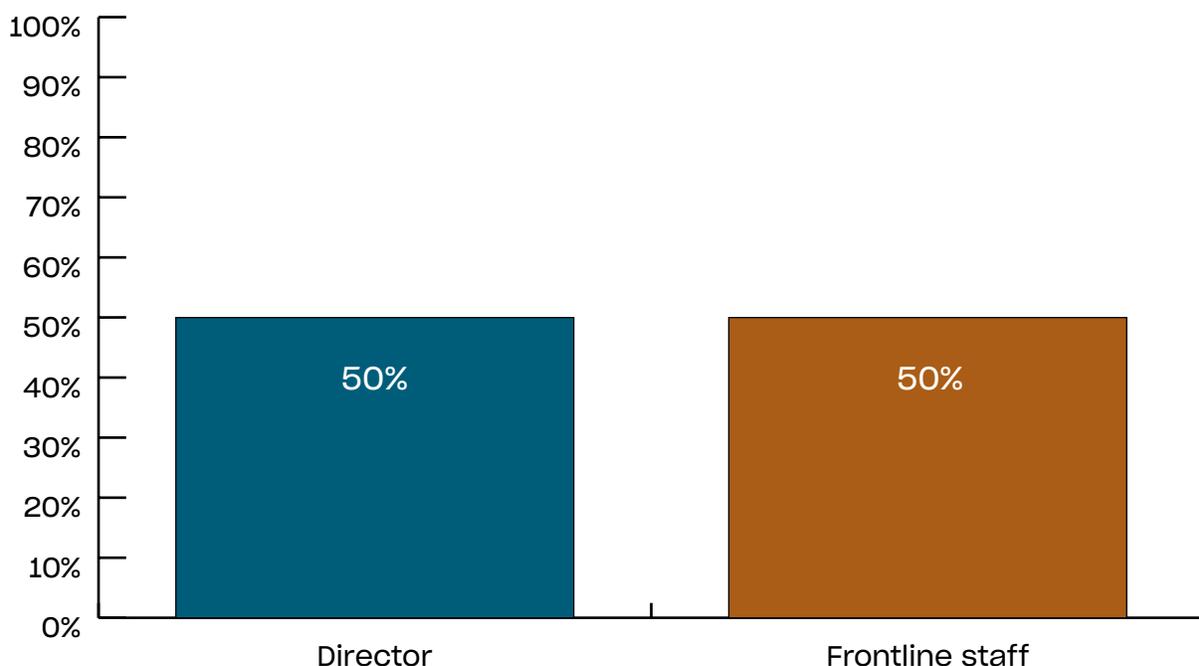
███ **Table 1. Survey Responses to Question 1**

Answer Options	Response Rates
Director	50%
Frontline staff	50%

The second question asked directors/managers: **"Which OPM classification series are in use in your library? (Please mark all that apply)."** Similarly, the thirteenth question asked frontline staff: **"What is your OPM classification series?"** Survey participants could select from five choices:

- 1410: Librarian Series,
- 1411: Library Technician Series,
- 1412: Technical Information Services Series,
- 301: Miscellaneous Administration and Program Series, and
- Other (please specify).

In addition to identifying the classification series, directors and managers selected the number of staff assigned to positions within each series. Eighty-one directors/managers responded to this question, while 114 respondents skipped this question. With 77 total selections, they reported "1410: Librarian Series" as the most common classification series.

Frontline staff also reported "1410: Librarian Series" as the most common classification series, with 67 total responses. Eighty-five frontline staff answered this question, and 110 respondents skipped this question. See Figure 3 and Table 2.

▶ **Figure 3. Survey Responses to Questions 2/13:**

» *Directors:* **Which OPM Classification Series are in Use in Your Library?**

» *Frontline Staff:* **What is Your OPM Classification Series?**
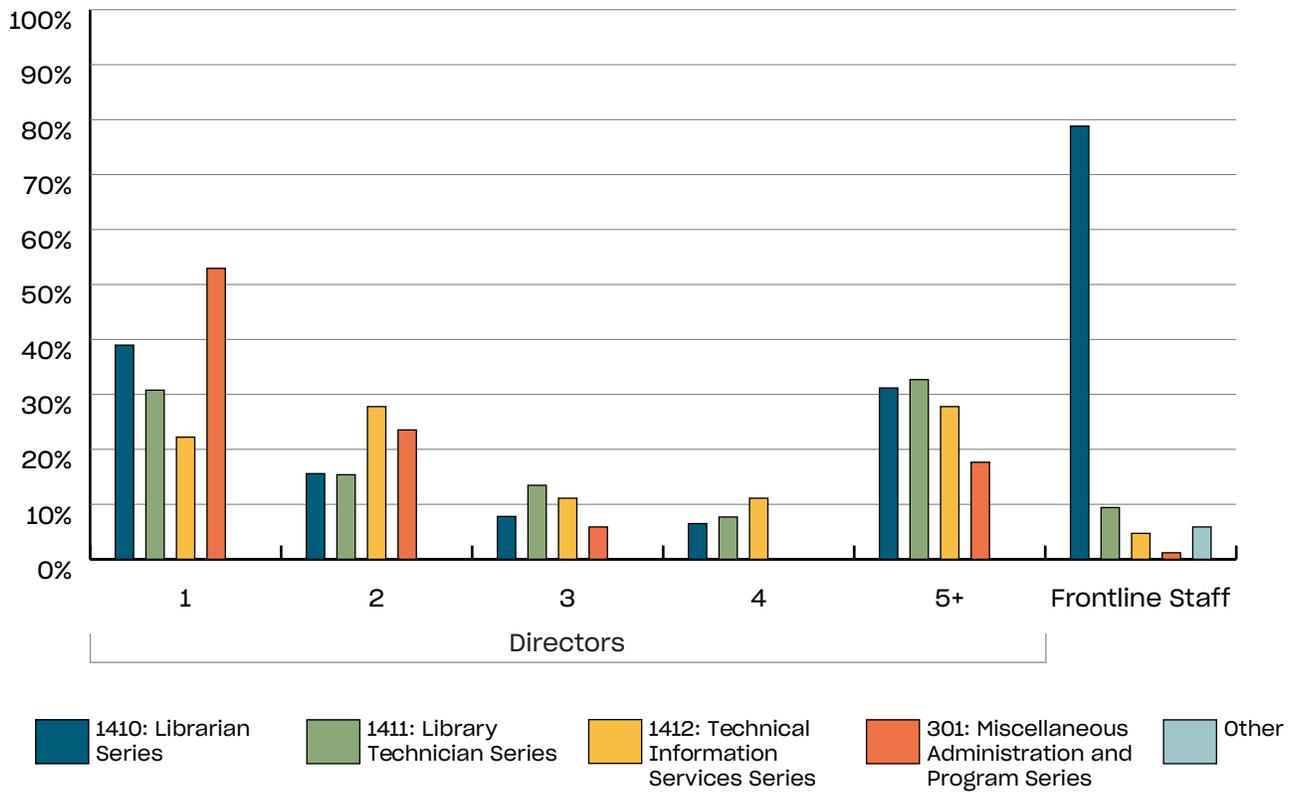
Table 2. Survey Responses to Questions 2/13

Answer Options	Response Rates					
	Directors/Number of Employees					Frontline Staff
	1	2	3	4	5+	
1410: Librarian Series	38.96%	15.58%	7.79%	6.49%	31.17%	78.82%
1411: Library Technician Series	30.77%	15.38%	13.46%	7.69%	32.69%	9.41%
1412: Technical Information Services Series	22.22%	27.78%	11.11%	11.11%	27.78%	4.71%
301: Miscellaneous Administration and Program Series	52.94%	23.53%	5.88%	–	17.65%	1.18%
Other	–	–	–	–	–	5.88%

The third survey question asked directors and managers: **"How many library staff members have the following grade levels? (Please mark all that apply)."** The parallel to this question, Question 14, asked frontline staff: **"What is your grade level?"** Participants could select from the following choices:

- GS3,
- GS4,
- GS5,
- GS6,
- GS7,
- GS8,
- GS9,
- GS11,
- GS12,
- GS13,
- GS14,
- GS15, and
- SES or similar.

As with Question 2, directors/managers also chose the number of employees in each grade level. The most prevalent grade level selection was "GS12," with 42 responses. Seventy-three directors and managers responded to this question, while 122 survey participants skipped this question. The most common grade level selection for frontline staff was "GS11," with 21 responses. A total of 80 frontline staff answered this question, and 115 respondents skipped this question. See Figure 4 and Table 3.

▶ **Figure 4. Survey Responses to Questions 3/14:**

» *Directors:* **How Many Library Staff Members Have the Following Grade Levels?**

» *Frontline Staff:* **What is Your Grade Level?**
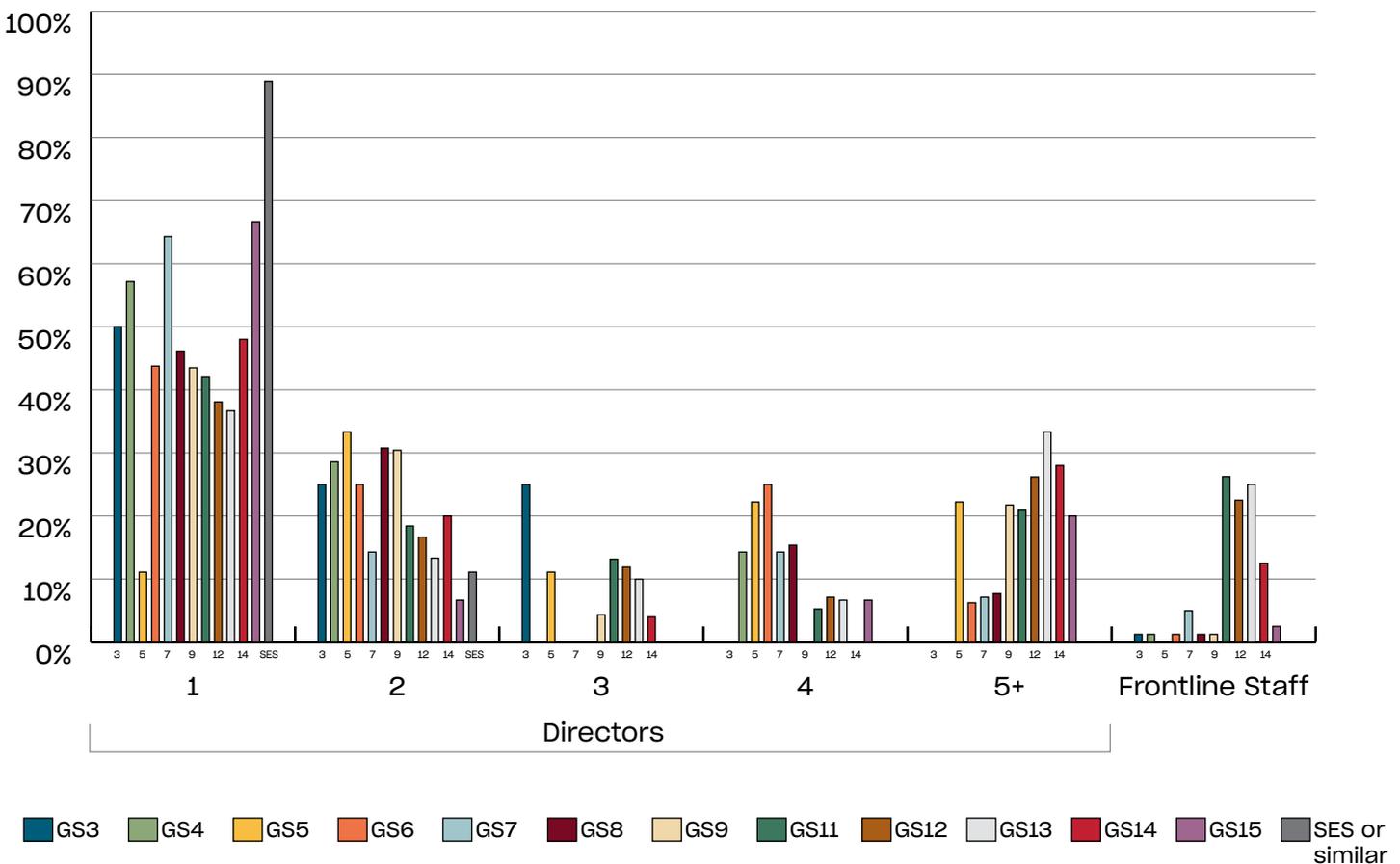
Table 3. Survey Responses to Questions 3/14

Answer Options	Response Rates					
	Directors/Number of Employees					**Frontline Staff**
	1	**2**	**3**	**4**	**5+**	
GS3	50.00%	25.00%	25.00%	–	–	1.25%
GS4	57.14%	28.57%	–	14.29%	–	1.25%
GS5	11.11%	33.33%	11.11%	22.22%	22.22%	–
GS6	43.75%	25.00%	–	25.00%	6.25%	1.25%
GS7	64.29%	14.29%	–	14.29%	7.14%	5.00%
GS8	46.15%	30.77%	–	15.38%	7.69%	1.25%
GS9	43.48%	30.43%	4.35%	–	21.74%	1.25%
GS11	42.11%	18.42%	13.16%	5.26%	21.05%	26.25%
GS12	38.10%	16.67%	11.90%	7.14%	26.19%	22.50%
GS13	36.67%	13.33%	10.00%	6.67%	33.33%	25.00%
GS14	48.00%	20.00%	4.00%	–	28.00%	12.50%
GS15	66.67%	6.67%	–	6.67%	20.00%	2.50%
SES or similar	88.89%	11.11%	–	–	–	–

The fourth survey question asked directors/managers: **"What terminology is used to label the jobs performed in your library? (Please mark all that apply)."** The fifteenth question requested similar information from frontline staff: **"What terminology is used to label the primary duty you perform in your library?"** Participants could choose from the following seventeen (17) job options:

- Acquisitions,
- Administrative,
- Archivist,
- Branch Director/Chief/ Head/Library Manager,
- Cataloger,
- Informationist,
- Law,
- Librarian,
- Library Technician,
- Media Specialist,
- Medical,
- Metadata,
- Preservation,
- Reference Specialist,
- Systems,
- Technical Information Specialist, and
- Other (please specify).

The most common choice selected by directors/managers was "Librarian," with 67 responses. Of the directors and managers, 80 answered this question and 115 skipped it. For frontline staff, the most popular choice also was "Librarian," with 39 selections. Overall, 85 frontline staff answered the question and 110 respondents skipped it. See Figure 5 and Table 4.

▶ **Figure 5. Survey Responses to Questions 4/15:**

» *Directors:* **What Terminology is Used to Label the Jobs Performed in Your Library?**

» *Frontline staff:* **What Terminology is Used to Label the Primary Duty You Perform in Your Library?**
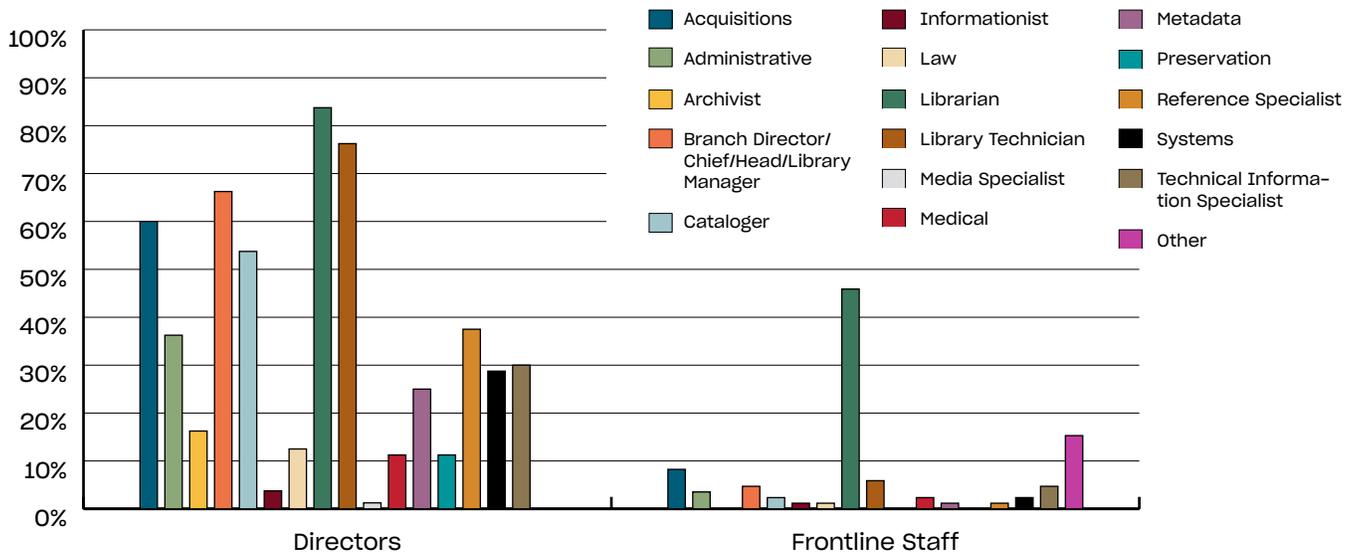
Table 4. Survey Responses to Questions 4/15

Answer Options	Response Rates	
	Directors	**Frontline Staff**
Acquisitions	60.00%	8.24%
Administrative	36.25%	3.53%
Archivist	16.25%	0.00%
Branch Director/Chief/Head/Library Manager	66.25%	4.71%
Cataloger	53.75%	2.35%
Informationist	3.75%	1.18%
Law	12.50%	1.18%
Librarian	83.75%	45.88%
Library Technician	76.25%	5.88%
Media Specialist	1.25%	–
Medical	11.25%	2.35%
Metadata	25.00%	1.18%
Preservation	11.25%	–
Reference Specialist	37.50%	1.18%
Systems	28.75%	2.35%
Technical Information Specialist	30.00%	4.71%
Other	–	15.29%

Relatedly, the fifth question asked directors/managers: **"What specialty work is being conducted in your library? (Please mark all that apply)."** The sixteenth question asked frontline staff: **"What specialty work do you conduct in your library? (Please mark all that apply)."** Participants chose from the following eleven answer options:

- Acquisitions,
- Archiving,
- Cataloging,
- Digitizing,

- Marketing,
- Reference,
- Repository,
- Specialized Research,

- Systems,
- Training, and
- Other (please specify).

Of the 83 directors/managers who answered this question, more than 80 percent identified "Cataloging" and "Reference" work as the most common specialty work being conducted at their libraries; 112 respondents skipped this question. For frontline staff, "Reference" and "Acquisitions" were the two most popular selections. Eighty-five frontline staff answered this question, and 110 skipped it. See Figure 6 and Table 5.

▶ **Figure 6. Survey Responses to Questions 5/16:**

» *Directors:* **What Specialty Work is Being Conducted in Your Library?**

» *Frontline staff:* **What Specialty Work Do You Conduct in Your Library?**
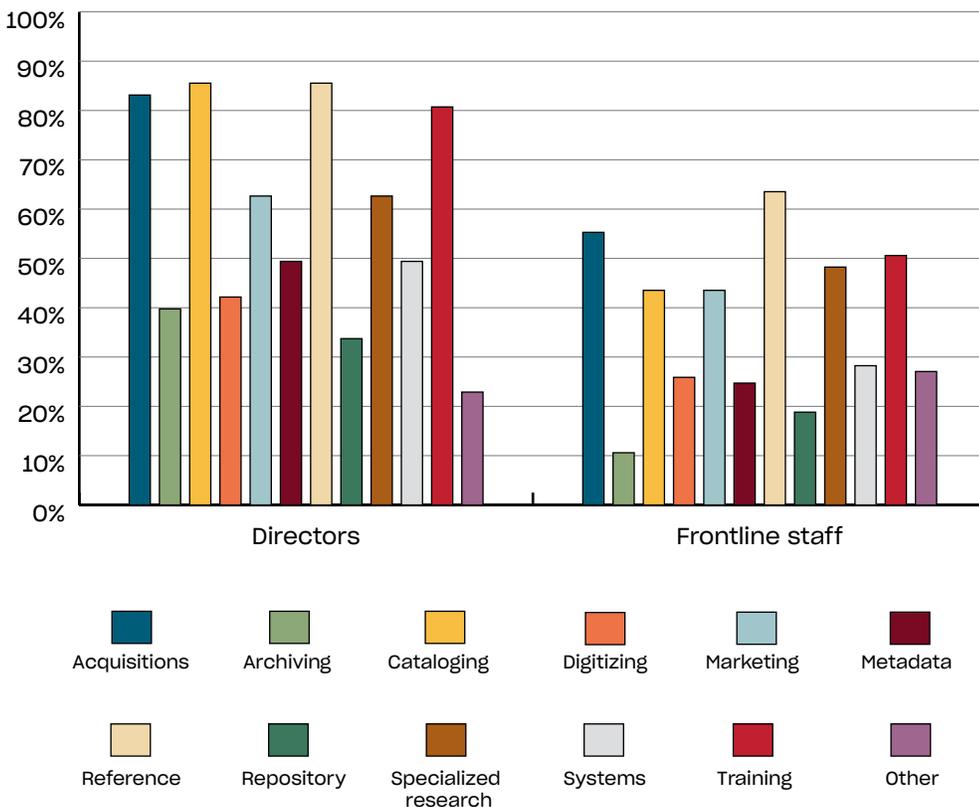
Table 5. Survey Responses to Questions 5/16

Answer Options	Response Rates	
	Directors	**Frontline Staff**
Acquisitions	83.13%	55.29%
Archiving	39.76%	10.59%
Cataloging	85.54%	43.53%
Digitizing	42.17%	25.88%
Marketing	62.65%	43.53%
Metadata	49.40%	24.71%
Reference	85.54%	63.53%
Repository	33.73%	18.82%
Specialized research	62.65%	48.24%
Systems	49.40%	28.24%
Training	80.72%	50.59%
Other	22.89%	27.06%

The sixth survey question asked directors and managers: **"Where are library staff working?"** Similarly, Question 17 asked frontline staff: **"Where do you work?"** For this question, participants could select from the following three choices: Onsite, Remote, or Hybrid.

With 52 responses, "Onsite" work was the most common choice for directors/managers. A total of 84 respondents answered this question, while 111 participants did not. The same number of frontline staff (111) also skipped this question. Of the 84 participants who did respond, "Hybrid" work was the most popular choice with 50 responses. See Figure 7 and Table 6.
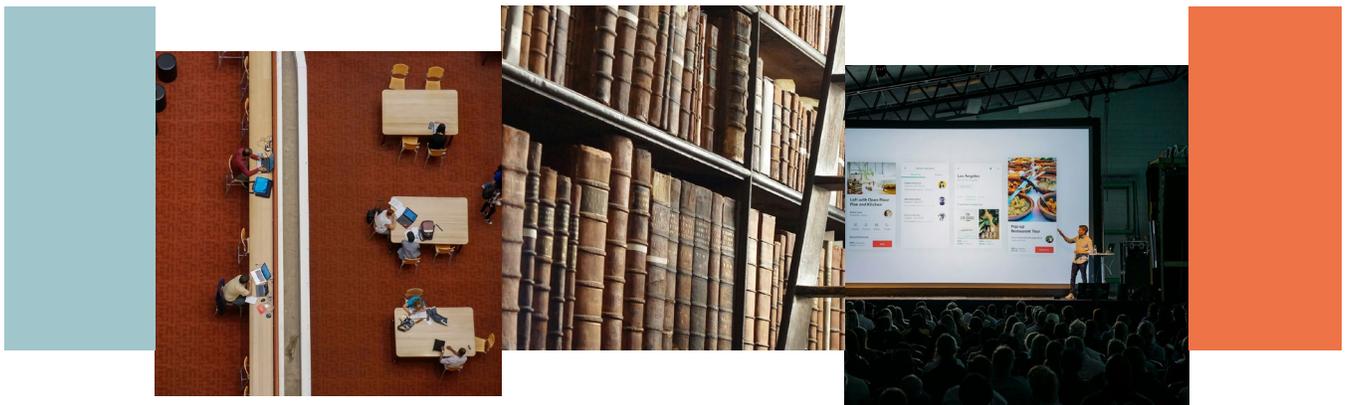
▶ **Figure 7. Survey Responses to Questions 6/17:**

» *Directors:* **Where are Library Staff Working?**

» *Frontline staff:* **Where Do You Work?**
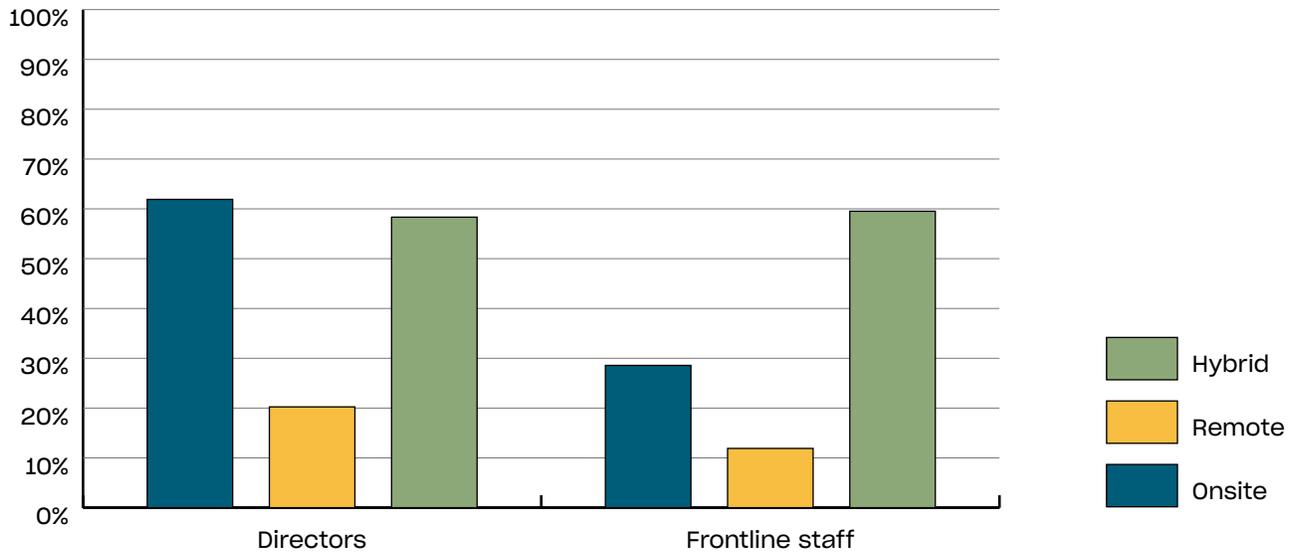
Table 6. Survey Responses to Questions 6/17

Answer Options	Response Rates	
	Directors	Frontline Staff
Onsite	61.90%	28.57%
Remote	20.24%	11.90%
Hybrid	58.33%	59.52%

The seventh and eighteenth questions asked all survey participants: **"Where does the library fall in your organization's charts or reporting chains?"** Respondents chose one of the following five options:

- Administration,
- Clinical,
- Education,
- Research, or
- Other (please specify).

Directors' and managers' most common response for this question was "Education," with 22 responses. A total of 57 directors/managers answered this question and 138 skipped it. Frontline staff's most popular response was "Administration," with 31 selections. Eighty-seven survey participants answered this question, and 108 respondents skipped it. See Figure 8 and Table 7.

▶ **Figure 8. Survey Responses to Questions 7/18:**

» **Where Does the Library Fall in Your Organization's Charts or Reporting Chains?**
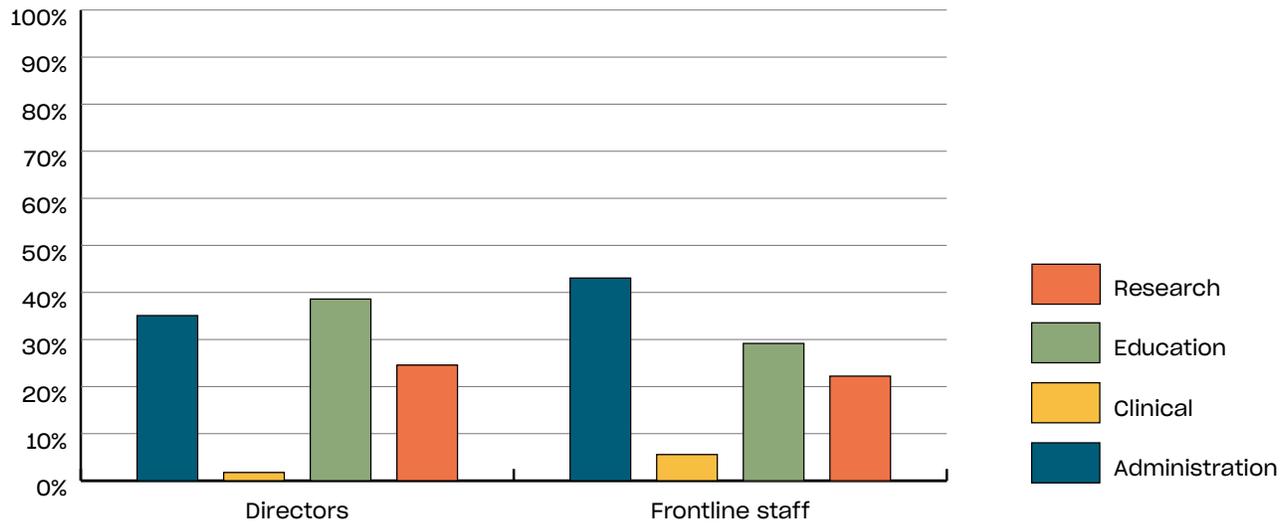
Table 7. Survey Responses to Questions 7/18

Answer Options	Response Rates	
	Directors	**Frontline Staff**
Administration	35.09%	43.06%
Clinical	1.75%	5.56%
Education	38.60%	29.17%
Research	24.56%	22.22%

The eighth question asked directors/managers: **"What are the key responsibilities and skillsets desired, present, and required among federal library staff? (Please mark all that apply)."** The nineteenth question similarly asked frontline staff: **"What are the key responsibilities and skillsets desired, present, and required in your job? (Please mark all that apply)."** Participants could choose from the following twelve options:

- Acquisitions,
- Archiving,
- Cataloging,
- Digitizing,

- Marketing,
- Metadata,
- Reference,
- Repository,

- Specialized research,
- Systems,
- Training, and
- Other (please specify).

The directors' and managers' most popular answer was "Reference," with 73 responses. Eighty-three directors/managers answered this question, while 112 respondents skipped this question. Frontline staff also chose "Reference" as the most common answer, with 57 selections. A similar number of frontline staff (85) answered this question, and 110 respondents skipped it. See Figure 9 and Table 8.
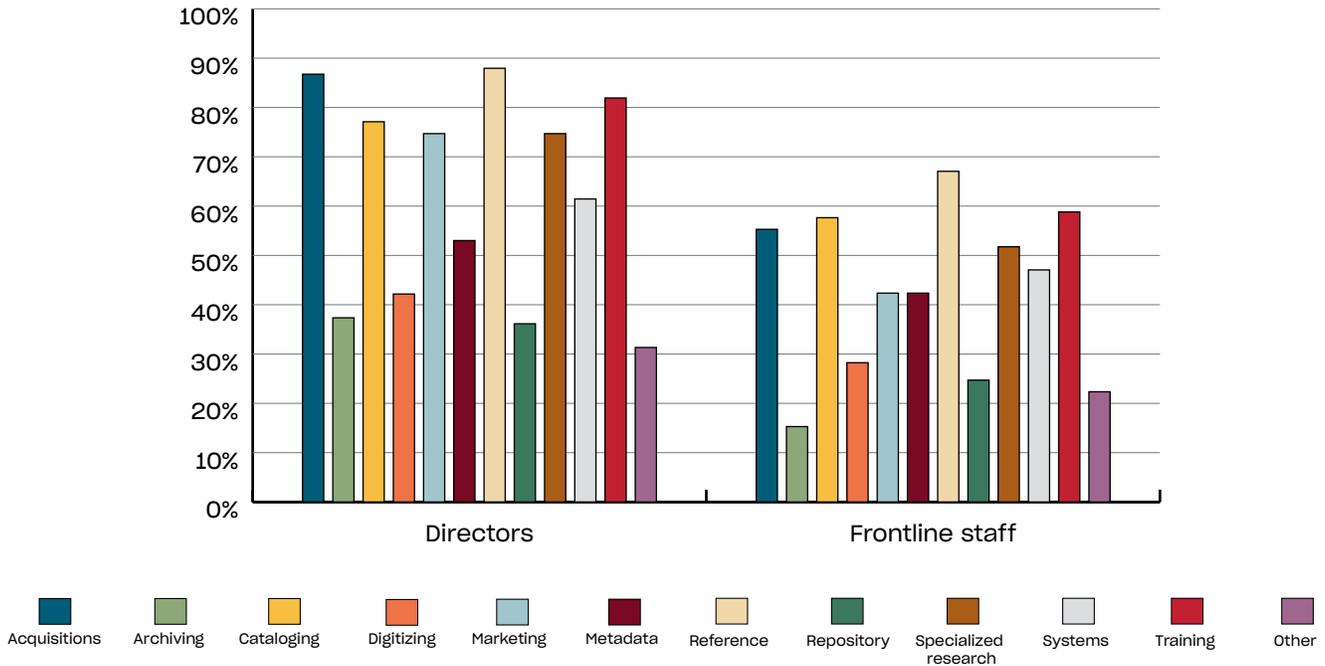
▶ **Figure 9. Survey Responses to Questions 8/19:**

» *Directors:* **What are the Key Responsibilities and Skillsets Desired, Present, and Required Among Federal Library Staff?**

» *Frontline staff:* **What are the Key Responsibilities and Skillsets Desired, Present, and Required in Your Job?**

Table 8. Survey Responses to Questions 8/19

Answer Options	Response Rates	
	Directors	Frontline Staff
Acquisitions	86.75%	55.29%
Archiving	37.35%	15.29%
Cataloging	77.11%	57.65%
Digitizing	42.17%	28.24%
Marketing	74.70%	42.35%
Metadata	53.01%	42.35%
Reference	87.95%	67.06%
Repository	36.14%	24.71%
Specialized research	74.70%	51.76%
Systems	61.45%	47.06%
Training	81.93%	58.82%
Other	31.33%	22.35%

Questions 9 and 20 asked all survey participants: **"Do you feel your pay grade matches your current responsibilities?"** The answer choices for this question were "Yes" or "No." A total of 49 directors/managers answered "Yes" and 34 answered "No." Over 100 respondents skipped this question. When frontline staff answered the question, 53 selected "Yes" and 30 selected "No." Though 83 frontline staff answered this question, 112 respondents skipped it. See Figure 10 and Table 9.

▶ **Figure 10. Survey Responses to Questions 9/20:**

» **Do You Feel Your Pay Grade Matches Your Current Responsibilities?**
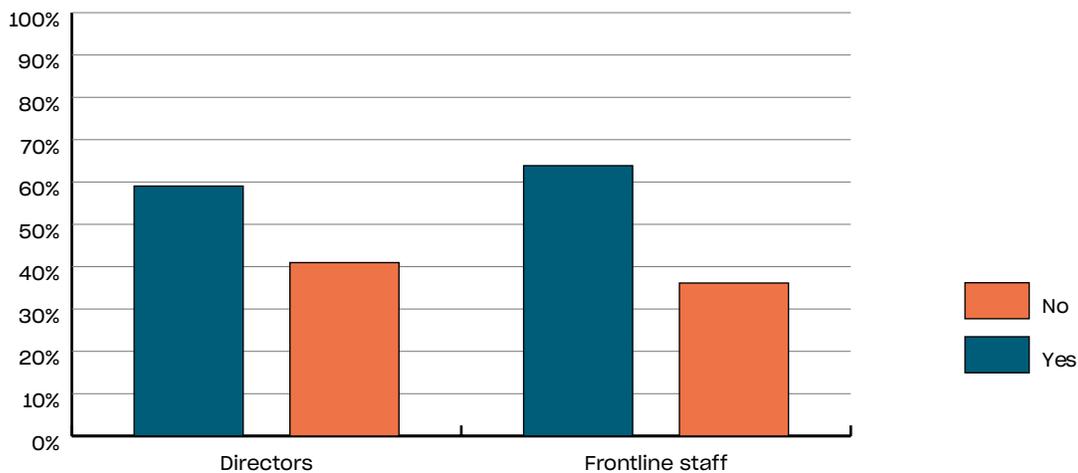
Table 9. Survey Responses to Questions 9/20

Answer Options	Response Rates	
	Directors	Frontline Staff
Yes	59.04%	63.86%
No	40.96%	36.14%

Relatedly, the survey's tenth and twenty-first questions inquired: **"Do you feel your OPM classification matches your current responsibilities?"** Again, this question offered the answer choices of "Yes" or "No." Of the 84 directors and managers who answered this question, 44 responded "Yes" and 40 responded "No." A total of 111 respondents skipped this question. For frontline staff, 50 answered "Yes" and 33 answered "No." Over 100 respondents also skipped this question. See Figure 11 and Table 10.

▶ **Figure 11. Survey Responses to Questions 10/21:**

» **Do You Feel Your OPM Classification Matches Your Current Responsibilities?**
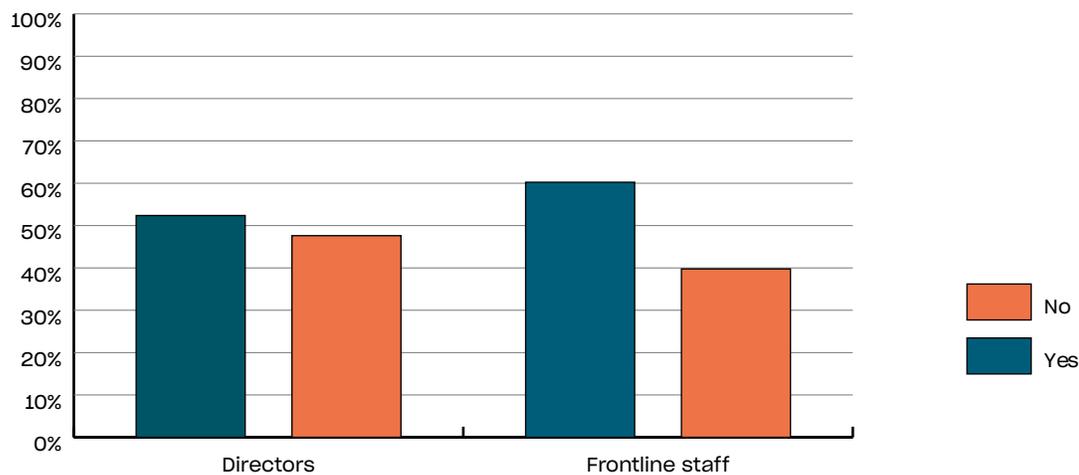

■ **Table 10. Survey Responses to Questions 10/21**

Answer Options	Response Rates	
	Directors	**Frontline Staff**
Yes	52.38%	60.24%
No	47.62%	39.76%

The eleventh and twenty-second survey questions asked respondents: **"Which responsibilities have been added during or as a result of the COVID-19 pandemic? (Please mark all that apply)."** Directors/managers and frontline staff could choose from the following eleven options:

- Acquisitions,
- Archiving,
- Cataloging,
- Digitizing,
- Marketing,
- Reference,
- Repository,
- Specialized research,
- Systems,
- Training, and
- Other (please specify).

The most common response for directors and managers was "Other (please specify)," with 23 responses, while the second most common response was "Marketing," with 13 responses. A total of 42 directors/managers answered this question, and 153 respondents skipped it. Frontline staff also selected "Other (please specify)" as the most common answer, with 31 selections, and picked "Marketing" as the second most common response, with 10 selections. Forty-eight frontline staff answered this question, while 147 respondents skipped this question. See Figure 12 and Table 11.

▶ **Figure 12. Survey Responses to Questions 11/22:**

» **Which Responsibilities Have Been Added During or as a Result of the COVID-19 Pandemic?**
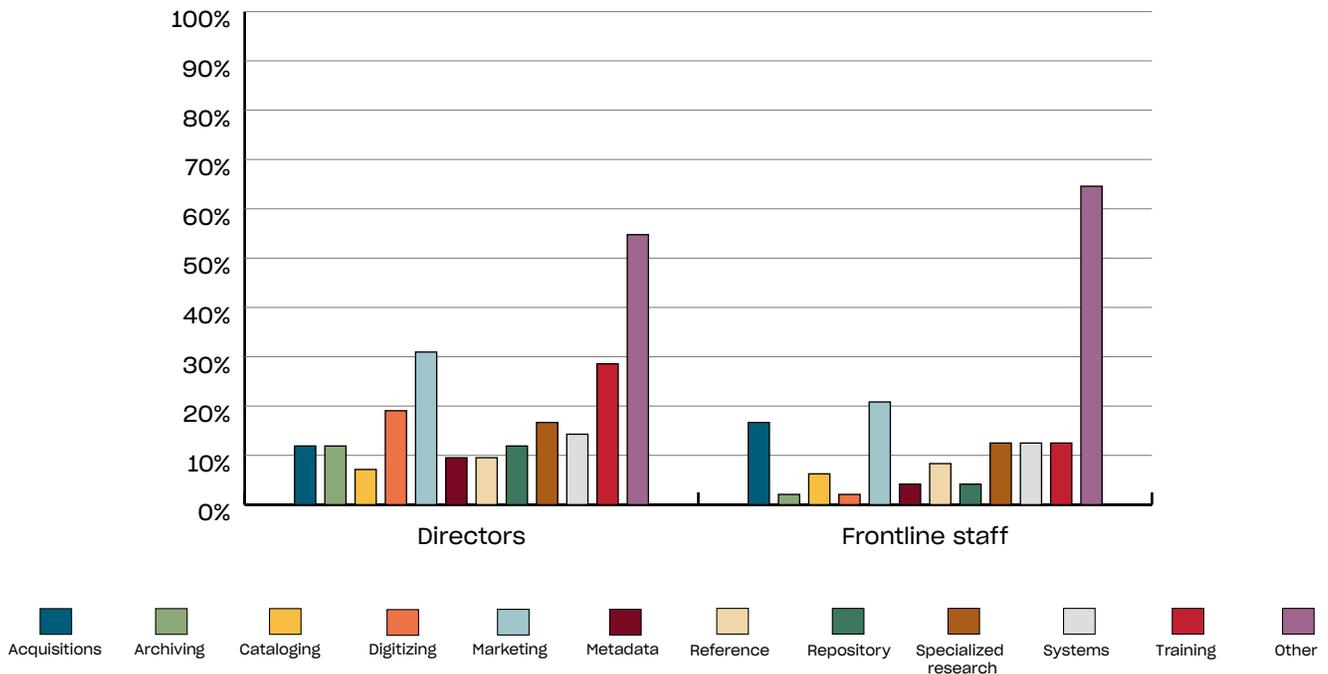
■ **Table 11. Survey Responses to Questions 11/22**

| Answer Options	Response Rates	
	Directors	**Frontline Staff**
Acquisitions	11.90%	16.67%
Archiving	11.90%	2.08%
Cataloging	7.14%	6.25%
Digitizing	19.05%	2.08%
Marketing	30.95%	20.83%
Metadata	9.52%	4.17%
Reference	9.52%	8.33%
Repository	11.90%	4.17%
Specialized research	16.67%	12.50%
Systems	14.29%	12.50%
Training	28.57%	12.50%
Other	54.76%	64.58%

The last set of survey questions, Questions 12 and 23, asked: **"Was a hybrid, remote, or telework work schedule allowed before the COVID-19 pandemic? (Please mark all that apply)."** Participants could choose from the following options:

- A hybrid, remote, or telework schedule was allowed before the COVID-19 pandemic,
- There was no remote before the COVID-19 pandemic,
- There was no telework before the COVID-19 pandemic,
- There was no hybrid work schedule before the COVID-19 pandemic,
- There has been no change in work schedule as a result of the COVID-19 pandemic, and
- Hybrid options have increased as a result of the COVID-19 pandemic.

For directors and managers, the most popular answer to this question was "Hybrid options have increased as a result of the COVID-19 pandemic," with 36 responses. A sum of 85 directors/managers answered this question and 110 skipped this question. For frontline staff, the most common selection was "A hybrid, remote, or telework schedule was allowed before the COVID-19 pandemic," with 33 selections. Mirroring the directors and managers, the same numbers of frontline staff both answered (85) and skipped (110) this question. See Figure 13 and Table 12.

▶ **Figure 13. Survey Responses to Questions 12/23:**

» **Was a Hybrid, Remote, or Telework Work Schedule Allowed Before the COVID-19 Pandemic?**

■ A hybrid, remote, or telework schedule was allowed before the COVID–19 pandemic

■ There was no remote before the COVID–19 pandemic

■ There was no telework before the COVID–19 pandemic

■ There was no hybrid work schedule before the COVID–19 pandemic

■ There has been no change in work schedule as a result of the COVID–19 pandemic

■ Hybrid options have increased as a result of the COVID–19 pandemic

■ Other
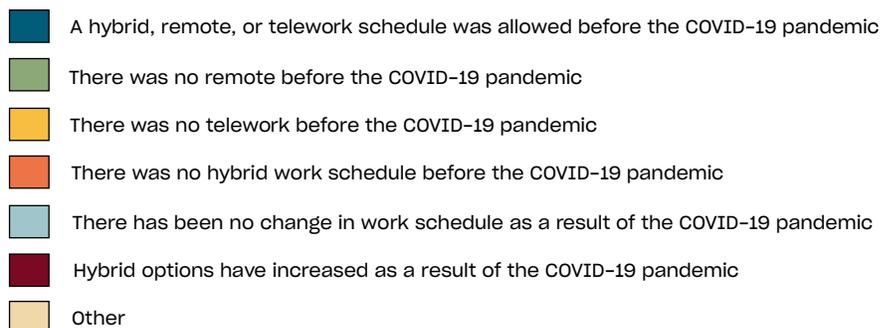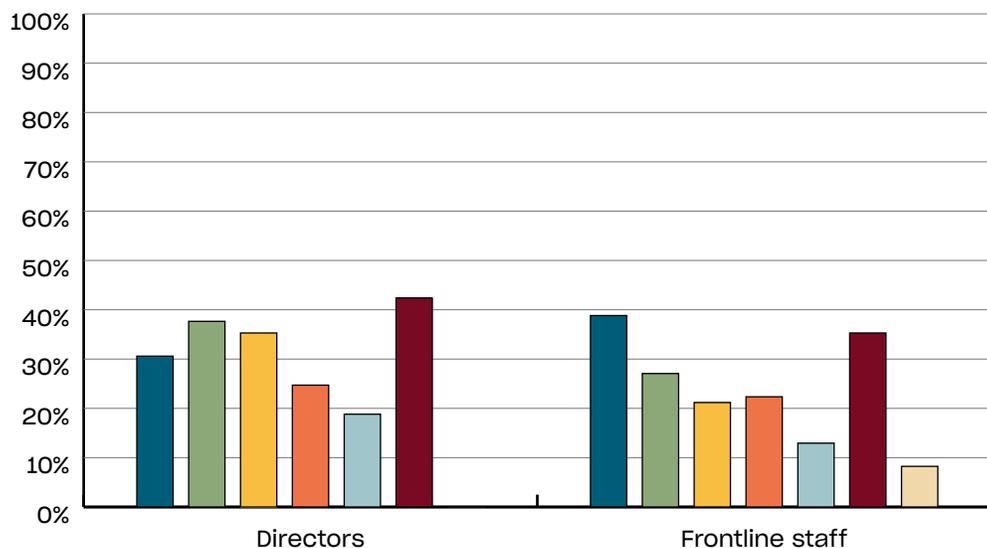
Table 12. Survey Responses to Questions 12/23

Answer Choices	Responses	
	Directors	**Frontline Staff**
A hybrid, remote, or telework schedule was allowed before the COVID-19 pandemic	30.59%	38.82%
There was no remote before the COVID-19 pandemic	37.65%	27.06%
There was no telework before the COVID-19 pandemic	35.29%	21.18%
There was no hybrid work schedule before the COVID-19 pandemic	24.71%	22.35%
There has been no change in work schedule as a result of the COVID-19 pandemic	18.82%	12.94%
Hybrid options have increased as a result of the COVID-19 pandemic	42.35%	35.29%
Other	–	8.24%

4.2. Survey Response Findings

When the federal library profession survey closed on March 1, 2024, library directors/managers and frontline staff equally represented their individual cohorts with exactly half of the answers coming from directors and managers and the other half coming from frontline staff. This result gives FEDLINK a balanced perspective from both sides, and ensures the survey findings are not skewed in any one direction.

> As noted, with regard to job series and titles, both directors/managers and frontline staff reported "1410: Librarian Series" as being the most popular classification series, with a combined total of 144 responses.

However, while directors and managers listed library technicians as the second most prevalent job designation, frontline staff chose "Other (please specify)" and then wrote in additional classification series and descriptions. Contract library technician, museum specialist, historian, archivist, curator, IT manager, exhibit specialist, and biologist were among the provided classifications. Some of these descriptions, such as historian, archivist, and curator, are closely related to library work. Other descriptions, such as IT manager and biologist, seem out of place, but still play an important role in connectivity and library access or subject concentration.

The most common pay grades identified by library directors/managers and frontline staff also were similar. For example, directors and managers reported GS-12 as being the most frequent grade level, while frontline staff selected GS-11 as the most frequent grade level.

Regarding their own OPM classification series and pay grade,
most directors and managers and frontline staff said they
matched their current responsibilities.

More specifically, 52.38 percent of directors/managers felt their OPM classification series aligned with their existing responsibilities, as did 60.24 percent of frontline staff. Nearly 50 percent of directors and managers and 40 percent of frontline staff disagreed. Similarly, 59.04 percent of directors and managers and 63.86 percent of frontline staff felt their pay grade matched their current responsibilities, while 40.96 percent and 36.14 percent, respectively, did not feel this way.

There also were minor differences between directors and managers and frontline staff regarding job responsibilities. For example, both groups agreed that key responsibilities were acquisitions, cataloging, reference work, and training. However, cataloging was almost twice as likely to be listed by directors/managers as it was to be listed by frontline staff. Additionally, responsibilities added during or after the COVID-19 pandemic were not the same as the most prevalent tasks. Directors and managers, for instance, indicated that marketing (30.95 percent), training (25.57 percent), and digitizing (19.05 percent) were the three specific tasks added. Frontline staff, on the other hand, agreed that marketing was the main new task (20.83 percent), but identified acquisitions (16.67 percent) and specialized research, systems, and training (all with 12.5 percent) as new responsibilities.

Lastly, both groups of survey respondents stated the available hybrid, remote, or telework options increased after the start of the COVID-19 pandemic. However, Library directors and managers were twice as likely as frontline staff to work only onsite. They also were almost twice as likely as frontline staff to work remotely. Only 30.59 percent of directors and managers reported that hybrid, remote, or telework options were allowed before the COVID-19 pandemic, while 38.82 percent of frontline staff said the same. However, 42.35 percent of directors/managers and 35.92 percent of frontline staff indicated that hybrid options have increased since the beginning of the pandemic.

APPENDIX. FEDLINK Cover Letter

FEDLINK LIBRARY OF CONGRESS

Dear Colleague,

We would like to invite you to participate in an online survey developed by the Federal Research Division at the Library of Congress for FEDLINK's upcoming "State of the Federal Library Profession" report.

Background
Despite many changes in federal libraries in the past several decades, OPM classification standards for library positions are the same as they were in 1994. Changes and growth in technology and online resources, pandemic-inspired changes in the workplace, and changes in job requirements have created a need to identify changes in duties, grades, and skillsets to assess work being done in libraries and the compensation it provides.

FEDLINK seeks to identify this information, as well as additional data on salaries in the federal information community, through a formal survey of federal libraries.

Your responses will help us ensure the survey is comprehensive and useful for members of the federal information community. As we are seeking responses from your fellow library directors, managers, and/or supervisors, who are responsible for budgeting, staffing, and/or planning, please feel free to share this survey with others performing in similar roles.

To complete the survey, point your browser to XXXXXXXXXXXXXXXX.

If you have any questions or would like more information about the survey, please do not hesitate to contact XXXXX.

Sincerely,